

Diversity Leads

Diverse Representation in Leadership:
A Review of Eight Canadian Cities

 CANADA | 2020

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

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Executive Summary

DiversityLeads 2020 by the Ted Rogers School of Management’s Diversity Institute analyzes the representation of women, Black people, and other racialized persons among 9,843 individuals on the boards of directors of large companies; agencies, boards, and commissions (ABCs); hospitals; the voluntary sector; and educational institutions. (Directors on the boards of educational institutions and other non-profits are legally responsible for the governance of their institutions.)² The report also explores the board-related experiences of people who identify as Indigenous, LGBTQ2S+ (lesbian, gay, bisexual, transgender, queer or questioning, and two-spirit), and persons with disabilities through a qualitative analysis. Ultimately, the goal of the report is to provide a holistic view of diversity on boards through a quantitative analysis of diverse representation on boards and a qualitative deep dive that explores diverse individuals’ experiences with pursuing and/or holding board positions.

In this report, we use gender (men–women) instead of sex (male–female) to distinguish the socially constructed aspects of male–female differences (gender) from biologically determined aspects (sex).³ This distinction has been well established in academia since the 1980s. We also use the term “racialized person” instead of “visible minority”. As the Ontario Human Rights Commission states, the use of “racialized person/group” is preferred to the outdated and inaccurate term, “visible minority”. “Visible minority” sets white or Caucasian as the norm and identifies people based on “deviation” from that “norm”. It also indicates that the racialized group is fewer in number than the non-racialized population, which is not always true. Additionally, the term “racialized person” recognizes race as a social construct.⁴ However, it should be noted that this term encompasses all non-Caucasian persons. It is a blanket term that does not capture the varied experiences of different racialized groups (e.g., a person of East Asian descent may experience racialization differently than a Black Canadian). This is why we supplement this report with a separate section that includes data specifically tracking the representation of Black individuals in governance across Canada. Finally, we also use the term “Indigenous peoples” in this paper, which includes First Nations, Inuit, and Métis peoples.⁵ We use a blanket term here due to data constraints. In an ideal study, the experiences of each Indigenous group would be looked at separately.

This report analyzes the representation of women, Black people, and other racialized persons among 9,843 individuals on the boards of directors of large companies; agencies, boards, and commissions (ABCs); hospitals; the voluntary sector; and educational institutions.

Methodologically, since the coding process in the quantitative component of this study was based on photographs, it was possible to code for gender, racialized, and Black identity status in most cases, but not for sex, due to the lack of publicly available self-identification information. As such, coders used “man” to indicate that the individual captured in the photograph was a man, and “women” to indicate that the individual in the photograph was a woman, and “unsure” to represent uncertainty of gender or race caused by insufficient information. A multi-rater visual identification process (i.e., multiple raters attempt to code the same individual to ensure consistency and accuracy) was also used to code the racialized status of board members. This method was used because governments and (most) organizations do not currently track race-based data. If organizations truly applied a diversity lens to their leadership recruitment and development strategies, they would be collecting race-based data already. Unfortunately, this is not the case. Thus, our methodology attempts to overcome this shortcoming in publicly available data. Moving forward, governments and institutions should endeavor to track race-based data, as it would help them to make more informed policy decisions.

The quantitative section of this report analyzes data from Toronto, Montreal, Vancouver, Calgary, Halifax, Hamilton, London, and Ottawa. Researchers reviewed 9,843 individuals on boards of directors across five sectors, which include: municipal and provincial ABCs, the corporate sector, the voluntary sector, the hospital sector, and the education sector (consisting of both university and college leaders and elected board members who govern school boards) (see Appendix A).

While the quantitative section provides important information, there are limits to quantitative methodologies, as it becomes much more difficult to not only track diverse identities, but also to understand the unique experiences of individuals based on their identities. In order to better understand the barriers faced by diverse groups, a more in-depth exploration of those experiences is needed.

This study shows that women are underrepresented on boards of directors. Overall, women occupy 40.8% of board positions in the cities and sectors studied.

As such, this study also includes interviews with 36 individuals recruited through community organizations (see Appendix B) who identify as Indigenous, as members of the LGBTQ2S+ community, and/or as persons with disabilities.⁶ An intersectional lens is applied to understand their experiences as diverse board members.

This study shows that women are underrepresented on boards of directors. Overall, women occupy 40.8% of board positions in the cities and sectors studied. There were variations across regions and sectors. For example, women hold the highest

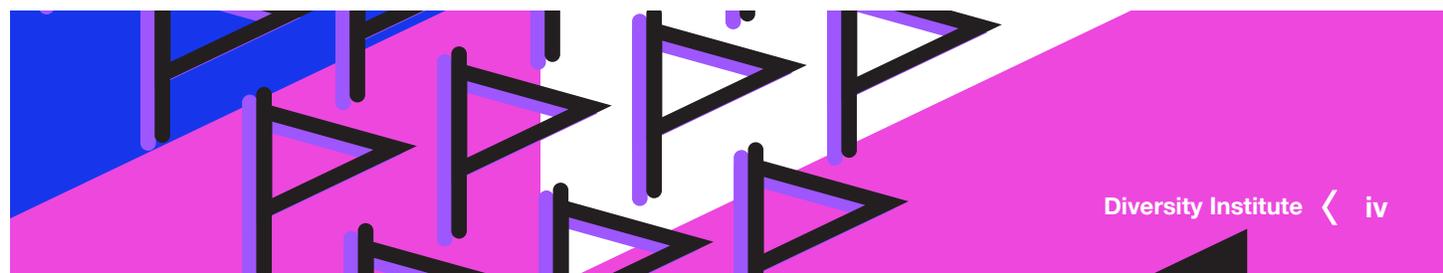
percentage of board positions (46.6%) in Halifax, Nova Scotia and the lowest (33.7%) in Calgary, Alberta. School board directors in the education sector and provincial ABCs tend to have the highest level of representation of women in board positions (47.3% and 46.2%, respectively). Women hold the majority of board roles in the education sector among university and college leaders in London (69.2%) and Ottawa (58.3%). In contrast, the corporate sector shows the lowest levels of representation: only 19.9% of leadership roles in Calgary are held by women, and in Toronto, only 28.6% are held by women.

For racialized people, the situation is far worse. While racialized people represent 28.4% of the population across the jurisdictions studied, they occupy only 10.4% of board positions overall. There are significant differences in the proportion of racialized people in the cities studied. For example, racialized people are the majority in Toronto (51.4%) and nearly half the population in Vancouver (48.9%), while in Halifax they represent only 11.4% of the population. The level of representation of racialized people on boards of directors varies dramatically from the proportion of racialized people living in these cities. Toronto and Vancouver have the highest proportions of board positions held by racialized people (15.5% and 12.3%, respectively). In Montreal, where racialized people represent 22.6% of the population, they occupy only 6.2% of board positions. This is less than the proportion of racialized people in board positions in Halifax (6.7%), a city where racialized people represent only 11.4% of the population. Universities and colleges in the education sector have the highest level of representation of racialized people in board roles (14.6%), while the corporate sector has the lowest level of representation (4.5%). When we consider the data from an intersectional lens, we see that non-racialized women outnumber racialized women by a substantial margin. For example, in Toronto, where there are more racialized women than non-racialized women in the population, non-racialized women still outnumber racialized women in corporate leadership roles 12:1 (as of 2019).

This study also shows that Black leaders are deeply underrepresented on boards across Canada and are even outnumbered by other racialized groups, highlighting a need to continue tracking this population as a distinct group. For example, Black individuals hold only 3.6% of all board positions in Toronto despite comprising 7.5% of the Greater Toronto Area population. The picture of Black representation on corporate boards in particular is even bleaker, where only 0.3% of board members are Black. Black board members in Montreal are also starkly underrepresented, holding only 1.9% of board positions despite making up 6.8% of the population in Greater Montreal—in fact, the study found no Black board members at all in the corporate sector, the voluntary sector, the hospital sector, or the education sector in Montreal. In Calgary, Black individuals make up 3.9% of the population but represent only 1.9% of members on corporate boards. London also has a major issue in terms of representation; Black board members are outnumbered by other racialized members 4.4:1.

Research has shown that Indigenous peoples, members of the LGBTQ2S+ community, and persons with disabilities are rarely members of boards.⁷ Interviews with these groups reveal the barriers to inclusion that they face, particularly in obtaining board positions. Some of the barriers that were identified were corporate culture, lack of social networks, discrimination (which is compounded for people who face multiple grounds of discrimination), pressures to refrain from self-identification, and a lack of mentorship or support.

Barriers to the advancement of women, racialized people, and other diverse groups are complex and exist on multiple levels. Barriers exist on the macro (societal) level, the meso (organizational) level, and the micro (individual) level. Consequently, an integrated strategy is needed to advance inclusion in our workplaces. On the macro level, we need to combat stereotypes and promote policies and legislation that advance inclusion. On the meso level, organizations need to address diversity and inclusion strategically, ensuring that leaders communicate its importance and make it a priority in governance through setting targets, embedding diversity and inclusion in skills matrices, and embarking on intentional strategies tied to measurable outcomes. Diversity and inclusion need to be supported with progressive human resources practices and inclusive cultures. They also need to be reinforced with performance goals and accountability and embedded in every step of the value chain from procurement to marketing, as well as in philanthropic activities. Additionally, at the micro level, we can shape and improve individual knowledge, attitudes, and behaviour to advance diverse representation on boards.



Introduction

The Case for Diversity

Diversity in leadership not only signals who belongs, but it is also linked to organizational performance on multiple levels. Extensive literature on the business case for diversity highlights the benefits of diverse boards for organizations.⁸ For example, studies have suggested that more diverse boards are associated with an increase in firm value.⁹ Additionally, studies have also suggested that diverse organizations outperform less diverse ones.¹⁰ Other research correlates board diversity with improved corporate social responsibility.¹¹ Board diversity also improves governance practices,¹² which is understandable as diversity increases “innovation, creativity and problem solving.”¹³ For example, Deloitte and the Alliance for Board Diversity highlight that diversity in the boardroom is a necessary response to the diversification of buying power in the country.¹⁴ Similarly, Catalyst emphasizes the importance of corporate boards reflecting the demographics of the company’s customer, client, and employee bases.¹⁵ Diversity on boards and leadership teams also increases employee satisfaction (which is associated with increased engagement and performance) by signaling who belongs and offering role models for diverse employees. Board diversity also helps to effectively manage and mitigate legal and reputational costs.¹⁶ Furthermore, diversity on boards can reduce the risk of financial reporting mistakes, and even fraud. This is hypothesized to occur due to the “increase in cognitive conflict and decrease in cohesion” that arises from a change in group dynamics (the change here being the introduction of women board members).¹⁷ This change in group dynamics prevents counterproductive behaviours taking root via mechanisms such as groupthink, which subsequently allows boards to make more rational decisions.¹⁸ Finally, there is extensive literature about the economic risks that companies take on when their boards lack diversity.¹⁹

At the same time, progress in advancing women and other diverse groups on boards has been slow. This has contributed to economic and social exclusion. For example, the underrepresentation of women in “top earnings groups” accounts for more than half of the overall gender pay gap²⁰—a continuing concern as even in the most recent count, there were only four women amongst the 100 highest-paid CEOs in Canada.²¹ Additionally, while it is known that there continues to be an issue of underrepresentation for Black individuals, the representation of the Black community in governance is still not tracked, making it difficult to assess any progress in their participation on boards.²²

For more than forty years, Canada has attempted to use legislation to advance diversity and inclusion in organizations. Canada's *Employment Equity Act* (1986) required federally regulated corporations to report on the number of employees and leaders belonging to four designated groups (women, visible minorities, Aboriginal peoples, and persons with disabilities). However, the implementation and enforcement of the Act has been uneven.²³ At the same time, however, it has been linked to improved representation in the sectors covered by the Act; for example, diversity has increased in financial institutions and telecommunications companies. More recently, Canada has turned its attention to corporate boards. In 2014, the Ontario Securities Commission passed regulations related to the representation of women on corporate boards traded on the Toronto Stock Exchange. These regulations call on organizations to disclose whether or not they have “adopted a written policy relating to the identification and nomination of women directors.”²⁴ If an organization has not adopted such policies, they must disclose why not. If they have, then they need to briefly summarize their policy and action plan as well as disclose how they are tracking and measuring the data (particularly with respect to how they nominate board members).²⁵ In 2018, Canada passed *Bill C-25: An Act to amend the Canada Business Corporations Act (CBCA), the Canada Cooperatives Act, the Canada Not-for-profit Corporations Act, and the Competition Act*. This Bill required federally incorporated companies (approximately 55% of Canadian companies) to report the representation of, at the very least, women, racialized people, Indigenous peoples, and persons with disabilities.²⁶ This legislation positions Canada as a global leader by addressing four dimensions of diversity. However, its effectiveness will depend on implementation and enforcement.²⁷

Terminology

In this report, we use **gender** (men–women) instead of **sex** (male–female) to distinguish the socially constructed aspects of male–female differences (gender) from biologically determined aspects (sex).²⁸ This distinction has been well established in academia since the 1980s.²⁹ It also aligns with efforts by Statistics Canada in preparation for the 2021 Census to “recognize the diversity of the population” and track gender by using the terms “men” and “women.”³⁰

We use the term “**racialized person**” instead of “visible minority”. As the Ontario Human Rights Commission states, the use of “racialized person/group” is preferred to the outdated and inaccurate “visible minority” (which sets white or Caucasian as the norm, and identifies people based on visible difference from that “norm”; it also indicates that the group is smaller or fewer in number, which is not always the case), as it, instead, recognizes race as a social construct.³¹ However, we also differentiate the Black community in this report, a distinct, diverse group in itself with unique histories and experiences in Canada.³²

We also follow the Statistics Canada definition of “**Indigenous**,” which refers to individuals identifying with First Nations, Métis, or Inuit communities.³³ Terms used to refer to Indigenous groups have a complex colonial history and have changed over time. In this report, researchers use the term “Indigenous peoples” as a collective noun for First Nations, Métis, and Inuit peoples.

We use the term **LGBTQ2S+** (lesbian, gay, bisexual, transgender, queer or questioning and two-spirit), which is more inclusive and considers sexual minority identities that are not covered in the term LGBTQ2, which is used by the federal government.³⁴

Lastly, this report uses the Statistics Canada Canadian Disability Survey’s definition of “**persons with disabilities**,” which includes anyone who reported being “sometimes,” “often,” or “always” limited in their daily activities due to a long-term condition. The definition also includes anyone who reported being “rarely” limited if they were also unable to do certain tasks or could only do them with a lot of difficulty.”³⁵

Recent Progress in Achieving Diversity

Canadian companies still have a long way to go in achieving gender parity on boards.³⁶ However, there is evidence of progress. The Canadian Securities Administrators report that the percentage of women on boards in companies listed on the Toronto Stock Exchange (TSX) rose to 17% in 2019 compared to 15% in 2015.³⁷ They also report that the percentage of boards that include at least one woman have gone up from 49% in 2015 to 73% in 2019. Additionally, the representation of women on boards in Canada went from lagging behind the U.S. in 2013 to outperforming the U.S. in seven of ten industries (“health care, consumer staples, financials, telecom, utilities, industrials and information technology”),³⁸ but it is still low compared to other countries.³⁹

While decades of advocacy have improved the situation for women, other underrepresented groups face even more barriers. For example, previous work by the Diversity Institute has shown that representation of racialized people in leadership roles is far lower and progressing at a glacial pace, increasing from 11.6% in 2009 to 12.8% in 2014 in the Greater Toronto Area, an area where more than half of the population is racialized.⁴⁰ The 2018 Annual Report Card by the Canadian Board Diversity Council indicated that the percentage of racialized persons on boards increased from 4.3% in 2017 to only 5.9% in 2018.⁴¹

While only 23 TSX companies that are governed by the *Canada Business Corporations Act* (CBCA) have completed their 2020 disclosures, the evidence is already beginning to show that these other underrepresented groups are almost invisible.⁴² For example, Indigenous peoples made up 4.9% of the total population in 2016,⁴³ and are the fastest growing segment of the Canadian population,⁴⁴ but the representation of Indigenous peoples on boards is actually decreasing, from 1.1% in 2017 to 0.8% in 2018.⁴⁵ The 23 companies governed by the CBCA that have so far disclosed the diversity on their boards for the year 2020 show that approximately 1% of boards were held by Indigenous individuals.⁴⁶ Additionally, while Indigenous peoples are somewhat included in studies about diversity, they are often a subcategory under the “ethnicity” heading,⁴⁷ which does not recognize them as a unique group.

The identities that are tracked during the measurement of diverse representation are important, as they inform the data that is collected and the actions that follow—“what gets measured, gets done”



According to the 2014 Community Health Survey, which was the first survey by Statistics Canada to collect information about sexual orientation, 3% of the population identified as either homosexual (1.7%) or bisexual (1.3%).⁴⁸ Additionally, in 2019, a survey on LGBTQ2S+ inclusion in the workplace conducted by the Canadian Centre for Diversity and Inclusion reported that 65.2% of their 896 Canadian respondents identified themselves as a sexual minority,⁴⁹ but representation of the LGBTQ2S+ community on boards has dropped from 1.6% in 2017 to 1.3% in 2018.⁵⁰ Similarly, in academia, sexual orientation is “much less researched” in diversity studies, in comparison to race, ethnicity, or gender.⁵¹

According to the Canadian Survey on Disability (CSD), persons with disabilities made up 22% of the Canadian population over the age of 15;⁵² however, their representation on boards dropped from 3.2% in 2017 to 0.8% in 2018.⁵³ The Conference Board of Canada (2014) stated that persons with disabilities were one of the communities receiving the least amount of attention in diversity studies, along with Indigenous peoples. Additionally, out of the companies governed by the CBCA, the 23 companies which have disclosed the diversity on their boards for the 2020 year showed that less than 1% of board positions were held by persons with disabilities.⁵⁴

While it is known that the Black community continues to be underrepresented, the representation of the Black community in governance is not tracked, which is in itself another issue.⁵⁵ Thus, while we understand that many barriers to representation exist, there are no measurements with which to track any progress.

Developing an Integrated Approach to Advancing Diversity and Inclusion on Boards

The reasons for underrepresentation on boards are complex and do not only stem from within organizations. There are no simple solutions to complex problems and we need to understand the barriers that exist at the societal or macro level, the organizational or meso level, and the individual or micro level.

The **societal or macro level** includes elements such as legislation, policies, culture, and stereotypes. Some societal factors, for example, include the history of discrimination and structures of inequality, both of which are well documented. Stereotypes and culture also reinforce ideas of leadership and who belongs and are reinforced by the media and entrenched in policies. For example, the portrayal of women by mass media leads consumers to conclude that women “prefer the laundry room to the boardroom”⁵⁶ and that leadership is strongly associated with masculinity.⁵⁷ This is no surprise, as subconscious biases inform how people categorize others and how they feel about certain groups.⁵⁸ The absence of diversity in leadership reinforces these stereotypes and assumptions within organizations and shapes the attitudes and aspirations of individuals, because “if you can’t see it, you can’t be it.”⁵⁹ Additionally, there are limited policies and programs designed to support women who bear the greater burden of unpaid work, such as child care and family care. This has a significant impact on the participation of women in leadership roles.⁶⁰ Negative stereotypes of racialized people, Indigenous peoples, persons with disabilities, and LGBTQ2S+ people are even more pervasive, as is overt discrimination and bias towards members of these groups.

At the **organizational or meso level**, the reasons for underrepresentation lie in leadership, culture, and organizational strategies through the value chain. For example, evidence suggests that commitment to organizational diversity efforts by the CEO is crucial to the mobilization of key organizational actors to implement diversity management.⁶¹ Human resources and recruitment practices can further entrench barriers by relying on informal networks and historic practices for recruitment, rather than on objective skills-based matrices. For example, focusing on specific experience for a corporate board appointment shrinks the pool when there are individuals with deep professional skills (law, finance, technology) or public sector experience who could contribute. A review of board processes shows that appointment requirements are often artefacts based on unquestioned traditions rather than the skills that board members need to be effective. For example, there is often a requirement for a corporate board member to have been a CEO, which narrows the pool and excludes people with specialized technical skills or knowledge that could make important

contributions. Additionally, a heavy reliance on informal networks results in boards hiring in their own image—the most common result of which is the “old boys club.”⁶² Furthermore, a lack of transparency and benchmarking is a problem. While the traditional consideration of board diversity only includes education, area of expertise, geography, age, management experience, international experience, and industry experience, it now includes “geography, age, ethnicity, gender, Indigenous peoples, people with a disability, and those who identify as LGBTQ.”⁶³

Even when women and members of underrepresented groups are recruited, they may feel isolated and underutilized in a corporate culture that is exclusionary or where there is not a critical mass of diverse people. Even the conventions around social activities that many boards embrace may unintentionally exclude people with religious or dietary restrictions, or with physical disabilities. Mandatory training can help, but policies and processes are critical. Often, organizations rely on informal networks when recruiting diverse board members, but more effective would be an intentional strategy of targeted outreach. One way of targeting diverse candidates is through specialized head-

hunting agencies with a clear mandate to recruit highly qualified, diverse candidates. Ensuring that positions are advertised with clear and inclusive language and highlighting a commitment to diversity and the removal of systemic barriers are also key steps. For example, expensive training programs and designations may unintentionally exclude people, such as through mandatory financial commitments.

An effective diversity and inclusion strategy needs to address more than human resources and representation, it needs to consider the entire value chain, from procurement, to product design and production, all the way to sales and marketing and service.

An effective diversity and inclusion strategy needs to address more than human resources and representation, it needs to consider the entire value chain, from procurement, to product design and production, all the way to sales and marketing and service. How the organization engages with the external environment via outreach, sponsorships,

philanthropic activities, and advocacy contributes to how diversity and inclusion are understood in the context of the organization’s brand. This can have a profound effect on its ability to attract and retain diverse talent at all levels, including the board.

In a Canadian context, this area of research is not new. Many organizations, such as TD, Osler, Catalyst, the 30% Club, The Conference Board of Canada, and onBoard Canada, among others, have outlined best practices for achieving diversity on boards. For example, a 2019 report by TD stated that Canada’s corporate boardrooms have

made progress on gender diversity, and that when held accountable, leadership will strive to match their peers' observed diversity success to conform to social norms.⁶⁴ To this effect, a 2020 report by Catalyst on the progress of the 30% Club Canada offers a snapshot of progress for Canada's largest public companies from 2015 to 2019 and a list companies that have achieved boards on which women make up 30% or more of the members.⁶⁵ Research from Canadian Board Diversity Council in their 2018 Annual Report Card, which was produced in association with KPMG LLP, BMO Financial Group, NATIONAL Public Relations, and National Post, found that only 24.5% of FP500 companies had women on their boards.⁶⁶ A goal was set in 2010 to reach 30% representation by 2018. However, this goal was not met. The report also found that representation varies across industry, with healthcare and social assistance organizations having 35.6% women on their boards, while the management services industry had the lowest percentage of women on boards at just 15.6%. Fifteen percent of FP500 companies still had no women on their boards in 2018, while 41.9% had only one or two women.⁶⁷ In a 2016 report,⁶⁸ Osler has reported comprehensive recommendations that include networking opportunities as key to professional success. The report also outlines training programs that focus on reducing systemic barriers for women, developing talent, and creating flexible work arrangements that can support the balancing of family obligations and work. Furthermore, onBoard Canada has created an inclusive governance toolkit that helps organizations identify best practices for promoting diversity, such as assessing inclusivity and embedding a culture of inclusion into the organization.⁶⁹

A structured and systematic approach to addressing diversity and inclusion in organizations therefore must include attention to:

- > Leadership and governance, which includes top-down support for diversity initiatives;
- > HR practices, including recruitment, development, and management of diverse employees;
- > Organizational culture and reinforcing belonging and inclusion;
- > Measurement of set targets and tracking the effects of policies and practices;
- > Mainstreaming diversity through the value chain, including procurement, research, product development, sales, marketing, and services; and
- > Integrated strategies that develop the pipeline and include outreach, government relations, and philanthropic initiatives.

(See Appendix C: Diversity Assessment Tool.)

Finally, the **micro level** focuses on barriers at the individual level. At the individual level, we see how knowledge, attitudes, and experiences can also shape behaviour.⁷⁰ For instance, we know how behaviours ranging from micro-aggressions through allyship can impact individuals.⁷¹ Furthermore, many women, racialized persons, Indigenous peoples, persons with disabilities, and those identifying as LGBTQ2S+ simply self-select out of leadership positions, or are excluded because they lack the coaching, mentorship, and sponsorship needed to navigate “the unspoken rules” that often govern access to boards. While training alone may have a limited impact, it can be effective as part of an integrated strategy that also includes informal mentoring and sponsorship.

The Importance of Addressing Diversity and Inclusion on Boards

Research is needed to not only measure and track diversity to assess progress, but to understand the reasons for underrepresentation and to be able to effectively address those issues and foster greater diversity. However, any comprehensive approach to the study of diversity requires looking through an intersectional lens. Intersectionality is an important part of diversity studies that allows researchers to understand the compounded barriers that people of multiple underrepresented identities confront. Furthermore, research methods should be expanded in order to understand the underrepresentation of groups whose experiences may not be thoroughly captured by quantitative methods, such as Indigenous peoples, persons with disabilities, and members of the LGBTQ2S+ community.

Our study tracks board diversity in eight cities and utilizes unique methods that allow us to compare organizations within sectors to identify policies and practices that are associated with higher levels of diversity and inclusion. Through qualitative research, our study also dives deeper to explore the barriers to representation for less measured groups such as persons with disabilities, Indigenous peoples, and those who identify as LGBTQ2S+.

The Study

The Diversity Institute began assessing and researching diversity in leadership positions in Canada in 2009 as a part of *DiverseCity: The Greater Toronto Leadership Project*.⁷² The study was repeated several times over the past decade—in 2010, 2011, 2012, 2013, 2014, 2015, and 2019—with support from the Social Sciences and Humanities Research Council (SSHRC). Studies were also undertaken in Montreal, Vancouver, and other cities with a range of partners. This study is supported by TD Financial as part of an initiative with The Chang School at Ryerson University to advance diversity on Boards.

The quantitative portion of this study provides a detailed analysis of data on the actual diversity in board positions across eight jurisdictions in Canada, with a focus on women, racialized people, and the Black community. To better understand the reasons for the representation found, particularly the specific barriers to and enablers of diversity and inclusion, the qualitative portion of this study explores the actual experiences of individuals as they pursue and engage in board positions. The qualitative section focuses on the perspectives of other underrepresented groups, namely, persons with disabilities, Indigenous peoples, and LGBTQ2S+ persons.

Methods

QUANTITATIVE REPORT

DiversityLeads 2020 provides a snapshot of the current levels of representation of women and racialized people on boards across large and mid-sized cities in Canada. This research sets a valuable baseline against which the advancement of diversity can be measured on a year-by-year basis. The quantitative section of the report asks:

- > How well are women, racialized people, and the Black community represented in board of director roles in large and mid-sized cities across Canada?
- > What differences exist between sectors? For example, what is the difference in diverse representation on boards between the corporate sector and the volunteer sector?
- > What differences exist between organizations within sectors? Or, in other words, what are the differences between organizations with high levels of representation and those with low levels?
- > What does looking through an intersectional lens tell us about the differences in diverse board representation across Canada?

The study analyzes data on the representation of women, racialized people, and members of the Black community on boards in eight jurisdictions across Canada: the Greater Toronto Area (GTA), Greater Montreal, Greater Vancouver, the Calgary Census Metropolitan Areas (CMAs), Halifax, Hamilton, London, and Ottawa. The project analyzes data from five different sectors: municipal and provincial agencies, boards, and commissions (ABCs); corporate sector; voluntary sector; hospital sector; and education sector (consisting of both university and college leaders and elected board members who govern school boards).

Methodologically, the coding process in the quantitative section of the study was based on photographs; it was therefore possible to code for gender and racialized status in most cases, but not for sex, due to the lack of publicly available self-identification. As such, coders used “man” to indicate that the individual captured in the photograph is a man, and “women” to indicate that the individual in the photograph is a woman, and “unsure” to represent uncertainty of gender caused by insufficient information. Similarly, coders used “unsure” to indicate the uncertainty of racialized status. This method was undertaken because governments and (most) organizations do not currently track race-based data. If organizations truly applied a diversity lens to their leadership recruitment and development strategies, they would be collecting race-based data already. Unfortunately, this is not the case. As such, the Diversity Institute needed to come up with another way to collect the necessary data. Indigenous status was only coded when it was explicitly stated in an individual’s biography.

In total, DiversityLeads researchers collected data on 9,843 individuals.

- > The study used publicly available information on people on boards in the sectors above.
- > Researchers used the general categories “man,” “woman,” “Black,” “other racialized person,” and “non-racialized person” to code individuals.
- > For Toronto, Montreal, Vancouver, and Calgary, researchers also collected data on corporate leadership, as they are the cities hosting most of the headquarters for Canada’s largest corporations.
- > Consequently, the overall findings for the large metropolitan areas cannot be compared to the overall findings for the mid-sized cities, but comparisons are possible across sectors.
- > Additionally, while women consistently account for approximately 50% of the workforce across cities, the proportion of racialized persons in the population varies considerably from 11.4% in Halifax to 51.4% in Toronto.

Captioned photographs and biographies were used to determine gender and racialized status, while individuals with insufficient information were coded as “unsure” and removed from the dataset. In instances where more than half of an organization’s board of directors were coded as “unsure,” the whole organization was then excluded from the study. Each individual’s photograph and biography

were coded three times by different researchers for inter-coder reliability. In situations where there was uncertainty or a difference of opinion between coders, another coder was brought in for the final decision to reduce bias and increase reliability of coding. This ensured that inter-coder reliability exceeded 95%. This research methodology has been praised by the Ontario Human Rights Commission, which, in reference to one of the Diversity Institute’s *DiverseCity Counts* reports, stated that the “strong, rigorous data collection methods gave the work more credibility.”⁷³



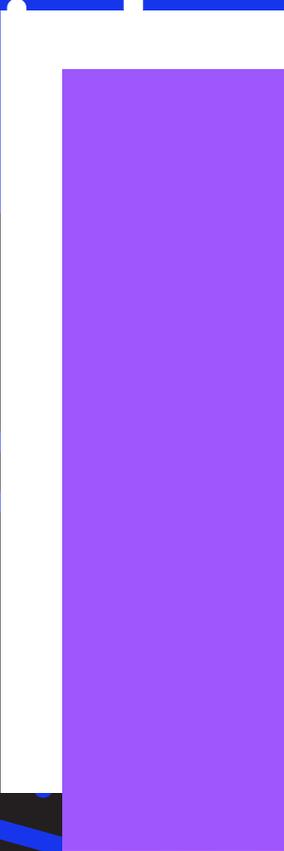
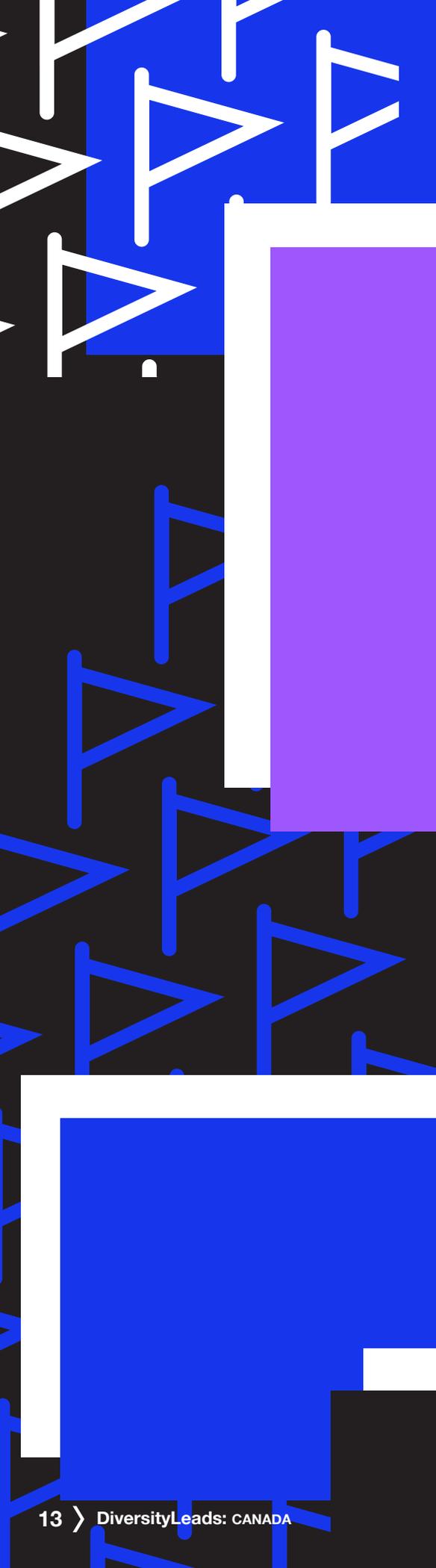
“Each individual’s photograph and biography were coded three times by different researchers for inter-coder reliability.”

QUALITATIVE REPORT

While *DiversityLeads 2020* provides valuable insight about the advancement of diversity and inclusion for women, racialized people and the Black community, its emphasis on quantitative data collection does not bridge some of the gaps in the research for other underrepresented groups, such as Indigenous peoples, members of the LGBTQ2S+ community, and persons with disabilities, who are often neglected in the Canadian discourse of diversity and inclusion and are generally overlooked in the existing literature. This gap also prevents researchers from obtaining nuanced understandings of the reasons for the exclusion and underrepresentation of these groups on boards.

Thus, the qualitative study captured in this report builds on *DiversityLeads 2020*. The qualitative portion of this report asks two research questions:

- > What are the experiences of underrepresented groups (e.g., persons with disabilities, Indigenous persons, and LGBTQ2S+ individuals) as they strive for leadership positions?
- > What systemic barriers and factors limit their ascent to and inclusion in these positions?



To answer these questions, the Diversity Institute's team of researchers contacted 173 organizations, including 64 representing the LGBTQ2S+ community, 61 representing Indigenous peoples, 46 representing persons with disabilities, and 2 who represented both the LGBTQ2S+ community and the Indigenous community. (See Appendix B for a list of organizations contacted.) Researchers also reached out through personal networks, and many interview participants supported the project by providing additional referrals.

To be included in the study, participants needed to have held or be currently holding a board position. They had to identify as a person with a disability, a member of the LGBTQ2S+ community, or a member of an Indigenous community. Many respondents identified with more than one underrepresented identity category, allowing us to consider barriers through an intersectional lens.

The research team conducted interviews with 36 individuals on boards of directors in organizations operating across Canada. These individuals identified with one or more of the following underrepresented communities: Indigenous peoples, the LGBTQ2S+ community, and persons with disabilities. The semi-structured interviews were approximately 45 minutes to 1 hour long and were conducted over the phone. Questions covered topics such as participants' pursuit of board positions, perceptions of boards in various sectors, their experience from within boards, and more.

Quantitative Findings

Overview

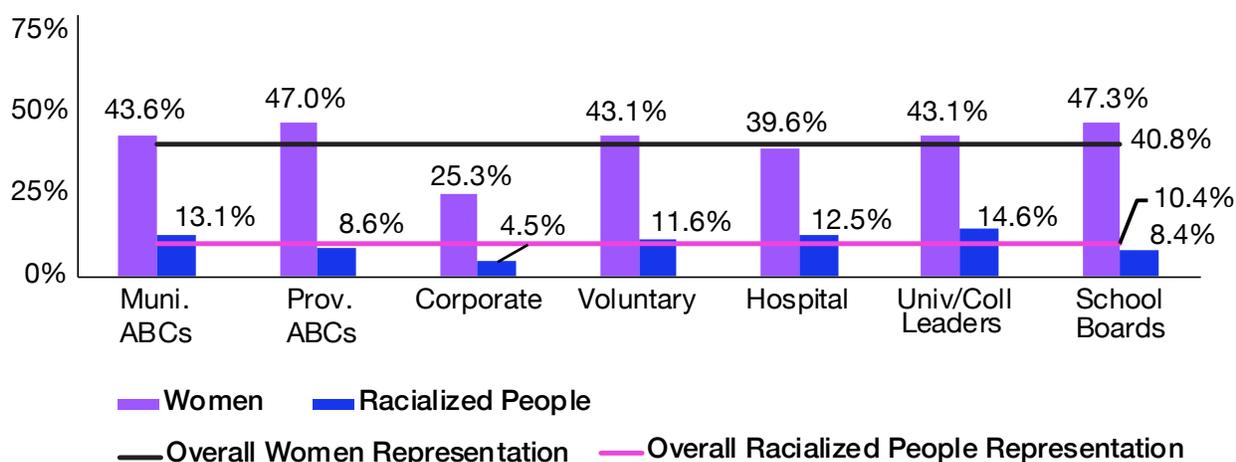
Our quantitative analysis shows that women are underrepresented in board positions across sectors and across regions. We reviewed 9,843 individuals in board of director roles across five sectors, including the corporate sector; municipal and provincial agencies boards, and commissions (ABCs); hospitals; education (colleges and universities as well as school board directors); and the voluntary sector (see Appendix A). Individuals were reviewed from all sectors in all eight cities observed (Toronto, Montreal, Calgary, Vancouver, Halifax, Hamilton, London, and Ottawa). The data was collected in 2018-2019.

The study found that, overall, 40.8% of board of director positions are held by women. The largest cities—Toronto, Montreal, Vancouver and Calgary—have lower representations of women compared to the mid-size cities. However, that is in part because the corporate sector, with the lowest levels of representation, does not have a large presence in mid-sized cities and was thus excluded from the data set.

The proportion of racialized people in the population ranges considerably, from over half (51.4%) in Toronto to only 11.4% in Halifax, and so researchers expected to see differences in levels of representation. For example, 15.5% of board positions are occupied by racialized people in Toronto, where 51.4% of the population is racialized, compared to 6.2% in Montreal, where 22.6% of people are racialized.

TABLE 1
Overall Representation on Boards of Directors Across Sectors

Sector	Women %	Total Number of Women	Racialized People %	Total Number of Racialized People	Total Board Members in the Sector
Municipal ABCs	43.6%	1030	13.1%	308	2,360
Provincial ABCs	47.0%	903	8.6%	165	1,926
Corporate Sector	25.3%	414	4.5%	74	1,639
Voluntary Sector	43.1%	759	11.6%	204	1,759
Hospital Sector	39.6%	289	12.5%	91	730
University and College Leaders	43.1%	451	14.6%	153	1,046
School Board Directors	47.3%	181	8.4%	32	383
Overall	40.8%	4,027	10.4%	1,027	9,843

FIGURE 1**Overall Representation on Boards of Directors Across Sectors**

Representation of Women on Boards

There are gaps in the level of representation of women on boards by sector and by city. The hospital and voluntary sectors have among the highest levels of representation of women in board positions (54.5% in Halifax’s hospital sector and 46.7% in Hamilton’s voluntary sector). The corporate sector has the lowest level of representation, with 19.9% of board positions held by women in Calgary and 28.6% held by women in Toronto (see Table 2 below).

TABLE 2**Representation of Women on Boards of Directors Across Cities¹**

Sector	TOR	MTL	CGY	VAN	HFX	HAM	LDN	OTT	Overall by Sector
Municipal ABCs	43.7%	56.9%	36.8%	52.4%	38.3%	39.8%	34.2%	34.4%	43.6%
Provincial ABCs	45.6%	53.7%	46.2%	40.3%	41.9%	45.6%	45.6%	45.6%	46.2%
Corporate Sector	28.6%	29.6%	19.9%	26.0%	-	-	-	-	25.3%
Voluntary Sector	42.4%	40.5%	33.3%	45.5%	54.8%	46.7%	42.5%	43.0%	43.1%
Hospital Sector	37.6%	44.2%	55.6%	29.4%	54.5%	35.2%	47.8%	41.2%	39.6%
University and College Leaders	39.1%	47.3%	51.6%	39.1%	50.0%	33.8%	32.1%	42.9%	43.1%
School Board Directors	34.9%	45.9%	47.8%	44.3%	50.0%	47.8%	69.2%	58.3%	47.3%
Total	38.9%	43.3%	33.7%	42.8%	46.6%	42.3%	44.1%	43.7%	

1 TOR = Toronto, MTL = Montreal, CGY = Calgary, VAN = Vancouver, HFX = Halifax, HAM = Hamilton, LDN = London, OTT = Ottawa

Representation of Racialized People on Boards

When comparing the representation of racialized people on boards, we need to consider local demographics. Not only do we see significant differences between cities, but we also see significant differences between sectors. For example, the education sector and municipal ABCs generally have the highest levels of representation, with representations of racialized people in the education sector ranging from 4.8% in Montreal to 21.9% in Calgary, while representations in municipal ABCs ranged from 5.3% in Halifax to 21.7% in Toronto (see Table 3 below).

TABLE 3
Representation of Racialized People on Boards of Directors Across Cities²

Sector	TOR	MTL	CGY	VAN	HFX	HAM	LDN	OTT	Overall by Sector
Municipal ABCs	21.7%	20.1%	14.1%	12.9%	5.3%	7.5%	8.9%	9.4%	13.1%
Provincial ABCs	10.7%	3.4%	6.8%	7.6%	0.0%	10.7%	10.7%	10.7%	8.4%
Corporate Sector	4.3%	1.3%	5.7%	6.6%	-	-	-	-	4.5%
Voluntary Sector	16.2%	7.5%	7.2%	16.8%	9.6%	8.1%	6.6%	14.0%	11.6%
Hospital Sector	18.1%	3.8%	0.0%	11.8%	6.1%	14.8%	7.2%	3.1%	12.5%
University and College Leaders	25.3%	4.8%	21.9%	20.1%	7.9%	7.4%	21.4%	8.8%	14.6%
School Board Directors	18.6%	12.8%	4.5%	5.1%	25.0%	0.0%	0.0%	0.0%	8.4%
Total	15.5%	6.2%	9.1%	12.3%	6.7%	8.8%	9.5%	10.6%	

We also see significant differences within sectors. In certain jurisdictions, there are considerable variations between the organizations with high levels of representation and those with lower levels. For example, among agencies, boards and commissions in Ontario, 80% of provincial ABCs have greater than 40% women board members, while 4% have none. With respect to racialized board members, 20% of Ontario ABCs have greater than 20% racialized leaders, while 28% have none.

This data reinforces that it is not a lack of available talent, but policies and processes around hiring that create barriers for diversity and inclusion. Further, where we have sufficient data and consider intersectionality, we see that non-racialized women outnumber racialized women by a substantial margin.

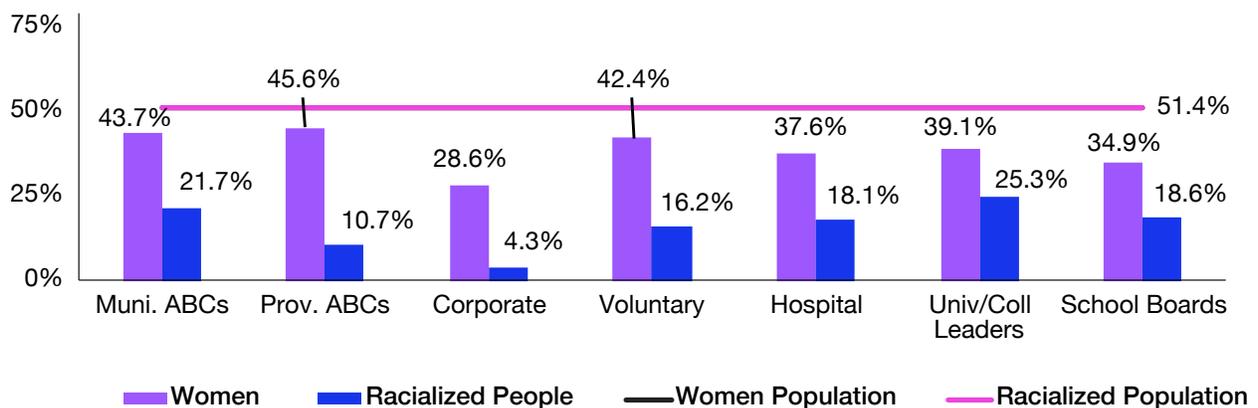
² TOR = Toronto, MTL = Montreal, CGY = Calgary, VAN = Vancouver, HFX = Halifax, HAM = Hamilton, LDN = London, OTT = Ottawa

Women and racialized people are significantly underrepresented in board of director positions in Toronto. Women accounted for 51.4% of residents in the GTA in 2019 but held only 38.9% of board positions across all sectors. While racialized people also accounted for 51.4% of Toronto’s total population in 2018, just 15.5% of board positions across all sectors were held by a racialized person.

TABLE 4
Representation on Boards of Directors in Toronto

Sector	Women %	Number of Women	Racialized People %	Number of Racialized People	Total Board Members
Municipal ABCs	43.7%	139	21.7%	69	318
Provincial ABCs	45.6%	124	10.7%	29	272
Corporate Sector	28.6%	106	4.3%	16	370
Voluntary Sector	42.4%	128	16.2%	49	302
Hospital Sector	37.6%	131	18.1%	63	348
University and College Leaders	39.1%	91	25.3%	59	233
School Board Directors	34.9%	15	18.6%	8	43
Overall	38.9%	734	15.5%	293	1,886

FIGURE 2
Representation on Boards of Directors in Toronto



*Women Population and Racialized Population are the same value (51.4%)

Key Findings

Women

- > The highest levels of representation of women on boards are found in provincial ABCs (45.6%), municipal ABCs (43.7%), university and college board directors (39.1%), and the hospital sector (37.6%).
- > The corporate sector has the lowest level of representation of women on boards at 28.6%.
- > In the corporate sector, 18.9% of corporate boards have at least 40% women, yet 5.4% have none.

Racialized People

- > The highest level of representation of racialized people is among university and college board directors in the education sector (25.3%), followed by municipal ABCs (21.7%).
- > The corporate sector has the lowest level of representation of racialized people (4.3%), followed by provincial ABCs (10.7%).
- > Board members in the education sector (18.6%), the hospital sector (18.1%), and the voluntary sector (16.2%) have mid-range levels of representation of racialized people.
- > There are differences in the level of representation within sectors: municipal ABCs have a higher level of representation of racialized people (21.7%) than provincial ABCs (10.7%), and 20% of provincial ABCs have more than 20% racialized people, but 28% have none.

Intersectionality

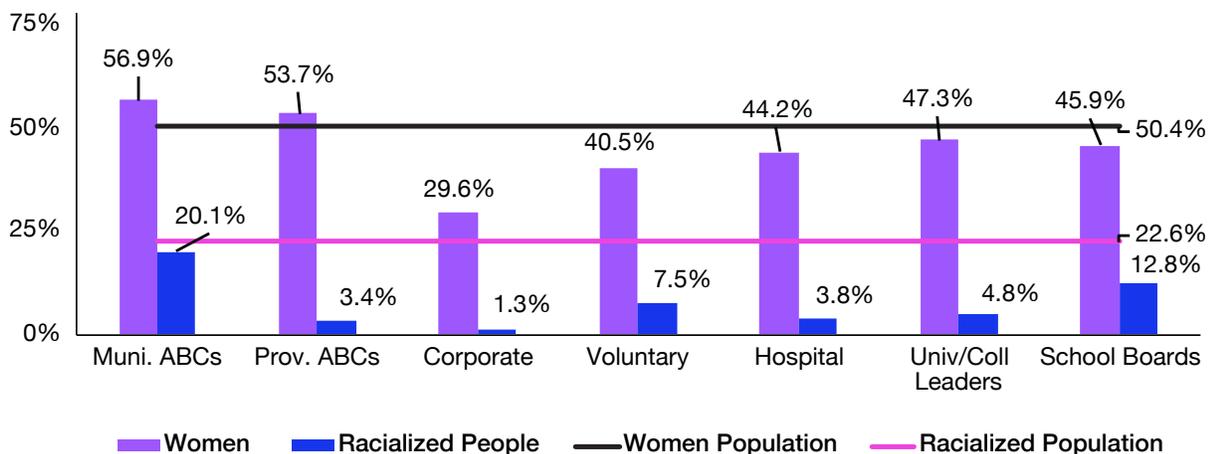
- > In Toronto, non-racialized women outnumber racialized women by a ratio of 7:1 in board positions across all sectors.

Women account for 50.4% of total residents in Greater Montreal⁷⁴ but hold only 43.3% of board positions across all sectors. While racialized people made up 22.6% of Greater Montreal’s total population in 2018, only 6.2% of the board positions across all sectors are held by a racialized person.

TABLE 5
Representation on Boards of Directors in Montreal

Sector	Women %	Number of Women	Racialized People %	Number of Racialized People	Total Board Members
Municipal ABCs	56.9%	82	20.1%	29	144
Provincial ABCs	53.7%	144	3.4%	9	268
Corporate Sector	29.6%	115	1.3%	5	388
Voluntary Sector	40.5%	81	7.5%	15	200
Hospital Sector	44.2%	23	3.8%	2	52
University and College Leaders	47.3%	89	4.8%	9	188
School Board Directors	45.9%	50	12.8%	14	109
Overall	43.3%	584	6.2%	83	1,349

FIGURE 3
Representation on Boards of Directors in Montreal



Key Findings

Women

- > The highest levels of representations of women in board positions are found in municipal ABCs (56.9%), provincial ABCs (53.7%), the university/college education sector (47.3%), and the school board education sector (45.9%).
- > The lowest levels of representations of women on boards are found in the corporate sector (29.6%), the voluntary sector (40.5%), and the hospital sector (44.2%).
- > There are differences in the level of representation within sectors: 14.3% of corporate boards have more than 40% women, while 5.7% have none.

Racialized People

- > The highest level of representation of racialized people in board positions is found in municipal ABCs (20.1%), followed by school board directors in the education sector, which is much lower (12.8%).
- > The lowest levels of representation of racialized people are found in the corporate sector (1.3%) and in provincial ABCs (3.4%).
- > Mid-range levels of representation are found in the university/college education sector (4.8%) and the hospital sector (3.8%).
- > There are differences in the level of representation within sectors: there is better representation of racialized people in municipal ABCs (20.1%) than in provincial ABCs (3.4%). Among Montreal's municipal ABCs, 4.5% have more than 20% racialized board members and 68.2% have none, while 38.5% of provincial ABCs in Quebec have more than 20% board members and 38.5% have none.

Intersectionality

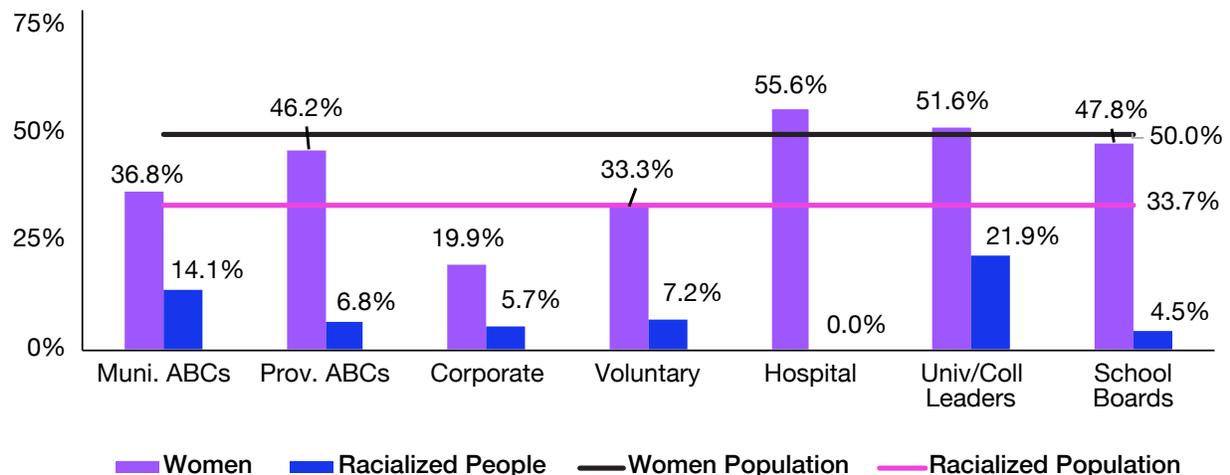
- > In Montreal, non-racialized women outnumber racialized women 12:1 in board positions across all sectors.

Half of the population of the Calgary Metropolitan Area are women. However, only 33.7% of board positions across all sectors in the jurisdiction are held by women. While racialized people represent 33.7% of the population, they hold just 9.1% of board positions across all sectors in the city.

TABLE 6
Representation on Boards of Directors in Calgary

Sector	Women %	Number of Women	Racialized People %	Number of Racialized People	Total Board Members
Municipal ABCs	36.8%	207	14.1%	79	562
Provincial ABCs	46.2%	157	6.8%	23	340
Corporate Sector	19.9%	118	5.7%	34	593
Voluntary Sector	33.3%	79	7.2%	17	237
Hospital Sector	55.6%	5	0.0%	0	9
University and College Leaders	51.6%	33	21.9%	14	64
School Board Directors	47.8%	32	4.5%	3	67
Overall	33.7%	631	9.1%	170	1,872

FIGURE 4
Representation on Boards of Directors in Calgary



Key Findings

Women

- > The highest level of representation of women on boards is found in the hospital sector (55.6%).
- > The lowest level of representation of women on boards is found in the corporate sector (19.9%).
- > Mid-range level of representations of women on boards are found in municipal ABCs (36.8%), provincial ABCs (46.2%), the voluntary sector (33.3%), universities/colleges within the education sector (51.6%), and school board directors within the education sector (47.8%).
- > There are differences in the level of representation within sectors: in the corporate sector, 6.6% of corporate boards have at least 40% women, while 18% have none.

Racialized People

- > The highest levels of representations of racialized people in board positions are found in universities and colleges in the education sector (21.9%) and municipal ABCs (14.1%).
- > The lowest level of representation of racialized people on boards is found in the hospital sector (0.0%).
- > Mid-range levels of representations of racialized people on boards are found in provincial ABCs (6.8%), the corporate sector (5.7%), the voluntary sector (7.2%), and school board directors within the education sector (4.5%).
- > There are differences in the level of representation within sectors: in the corporate sector 8.2% of corporate boards have at least 20% racialized board members, while 70.5% of them have none.

Intersectionality

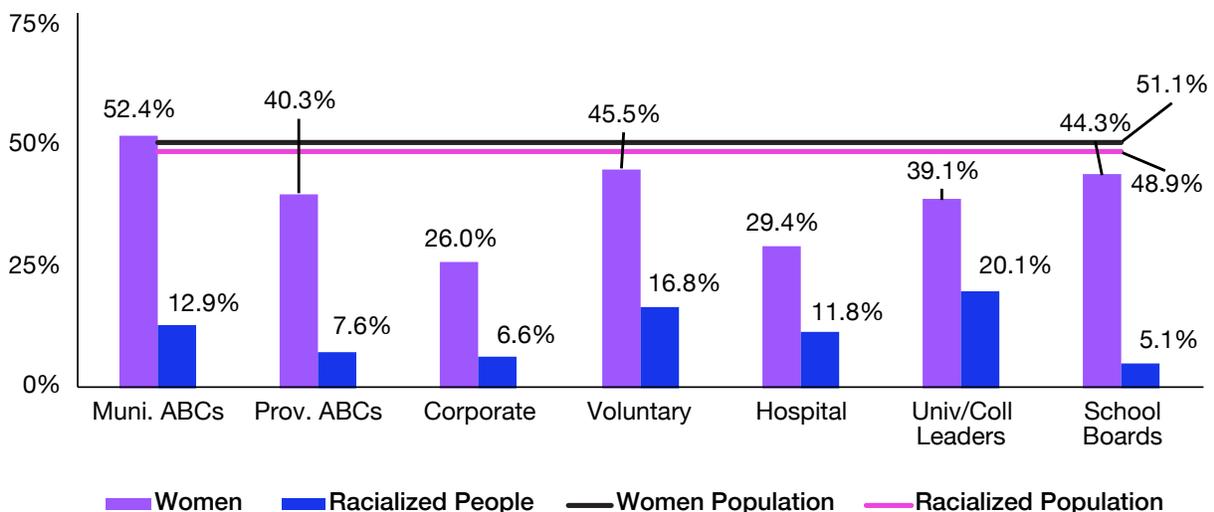
- > In Calgary, non-racialized women outnumber racialized women 11:1 in board positions.

While women account for 51.1% of residents in Greater Vancouver, we found they hold 42.8% of board positions across all sectors. Racialized people accounted for nearly half of Greater Vancouver’s total population in 2018 (48.9%) but hold only 12.3% of board positions across all sectors.

TABLE 7
Representation on Boards of Directors in Vancouver

Sector	Women %	Number of Women	Racialized People %	Number of Racialized People	Total Board Members
Municipal ABCs	52.4%	333	12.9%	82	636
Provincial ABCs	40.3%	58	7.6%	11	144
Corporate Sector	26.0%	75	6.6%	19	288
Voluntary Sector	45.5%	111	16.8%	41	244
Hospital Sector	29.4%	20	11.8%	8	68
University and College Leaders	39.1%	72	20.1%	37	184
School Board Directors	44.3%	35	5.1%	4	79
Overall	42.8%	704	12.3%	202	1,643

FIGURE 5
Representation on Boards of Directors in Vancouver



Key Findings

Women

- > The highest levels of representations of women are found in municipal ABCs (52.4%), provincial ABCs (40.3%), the voluntary sector (45.5%), and school board directors within the education sector (44.3%).
- > The lowest level of representation of women is found in the corporate sector (26.0%).
- > Mid-range levels of representations of women are found in the hospital sector (29.4%), and universities/colleges within the education sector (39.1%).
- > There are differences in the level of representation within sectors: in the corporate sector, 19.4% of corporate boards have at least 40% of women, while 9.7% have none.

Racialized People

- > The highest levels of representations of racialized people in board of director roles are found in universities/colleges within the education sector (20.1%), in the voluntary sector (16.8%), and municipal ABCs (12.9%).
- > The lowest levels of representation are found in school board directors within the education sector (5.1%) and in the corporate sector (6.6%).
- > Mid-range levels of representation are found in provincial ABCs (7.6%) and the hospital sector (11.8%).
- > There are differences in the level of representation within sectors: in the corporate sector, 12.9% of corporate boards have at least 20% racialized people on boards, while 71.0% have none.

Intersectionality

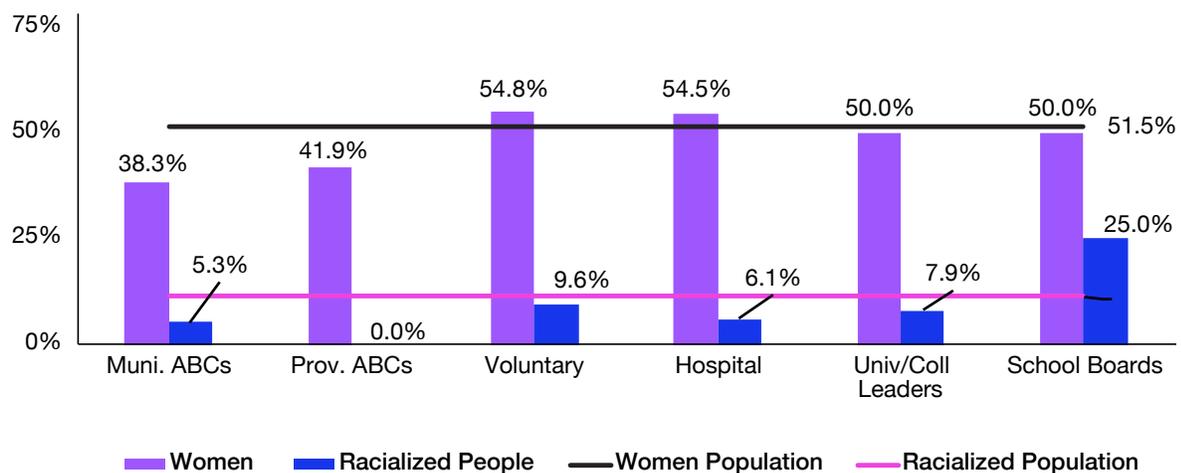
- > In Vancouver, non-racialized women outnumber racialized women 7:1 in board positions across all sectors.

Women represent 51.5% of the population in Halifax and occupy 46.6% of board positions across all sectors. While 11.4% of residents in Halifax are racialized people, only 6.7% of board positions across all sectors are held by racialized people.

TABLE 8
Representation on Boards of Directors in Halifax

Sector	Women %	Number of Women	Racialized People %	Number of Racialized People	Total Board Members
Municipal ABCs	38.3%	87	5.3%	12	227
Provincial ABCs	41.9%	36	0.0%	0	86
Corporate Sector	-	-	-	-	-
Voluntary Sector	54.8%	91	9.6%	16	166
Hospital Sector	54.5%	18	6.1%	2	33
University and College Leaders	50.0%	95	7.9%	15	190
School Board Directors	50.0%	6	25.0%	3	12
Overall	46.6%	333	6.7%	48	714

FIGURE 6
Representation on Boards of Directors in Halifax



Key Findings

Women

- > While the representation of women on boards in Halifax is relatively high compared to other jurisdictions included in this study, the level of representation differs across and within sectors: the highest level of representation of women is found in the voluntary sector (54.8%), followed by the hospital sector (54.5%).
- > Mid-range levels of representation of women are found in provincial ABCs (41.9%), universities/colleges within the education sector (50.0%), and school board directors within the education sector (50.0%).
- > The lowest level of representation of women is found in municipal ABCs (38.3%).

Racialized People

- > The highest level of representation of racialized people is found in school board directors within the education sector (25.0%).
- > The lowest level of representation of racialized people is found in provincial ABCs (0.0%).
- > Mid-range levels of representation of women are found in municipal ABCs (5.3%), the voluntary sector (9.6%), the hospital sector (6.1%), and universities/colleges within the education sector (7.9%).

Intersectionality

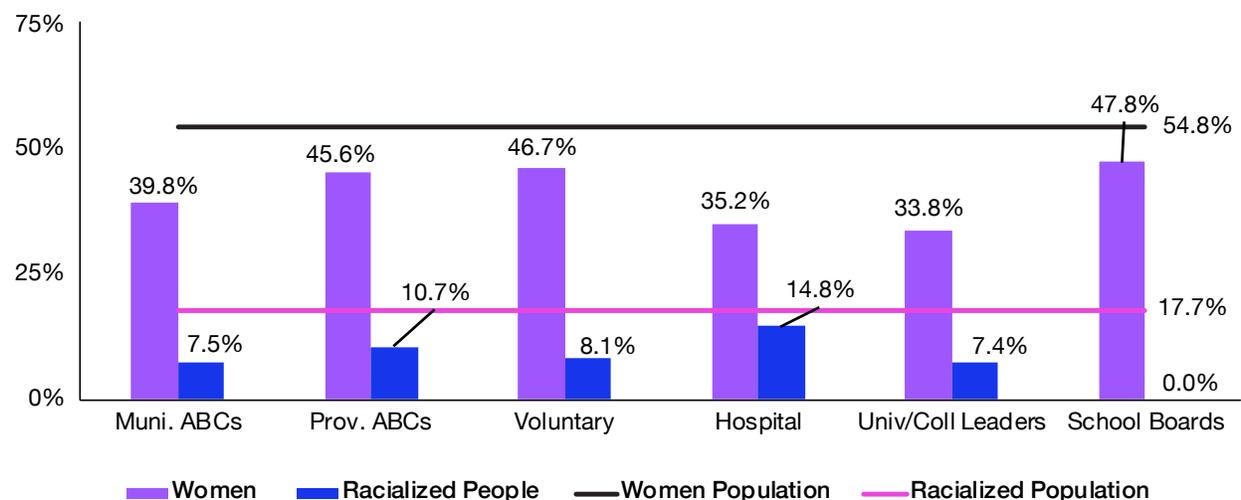
- > In Halifax, non-racialized women outnumber racialized women 13:1 in board positions across all sectors.

Women and racialized people remain underrepresented on boards in Hamilton. In Hamilton, 54.8% of residents are women, and women occupy 42.3% of board positions across all sectors. While racialized people make up 17.7% of Hamilton residents, only 8.8% of board positions across all sectors are held by racialized people.

TABLE 9
Representation on Boards of Directors in Hamilton

Sector	Women %	Number of Women	Racialized People %	Number of Racialized People	Total Board Members
Municipal ABCs	39.8%	144	7.5%	27	362
Provincial ABCs	45.6%	124	10.7%	29	272
Corporate Sector	-	-	-	-	-
Voluntary Sector	46.7%	92	8.1%	16	197
Hospital Sector	35.2%	19	14.8%	8	54
University and College Leaders	33.8%	23	7.4%	5	68
School Board Directors	47.8%	11	0.0%	0	23
Overall	42.3%	417	8.8%	87	976

FIGURE 7
Representation on Boards of Directors in Hamilton



Key Findings

Women

- > Women occupy the greatest proportion of board positions as school board directors within the education sector (47.8%) and have the lowest level of representation in universities and colleges within the education sector (33.8%).
- > Mid-range levels of representation of women are found in municipal ABCs (39.8%), provincial ABCs (45.6%), the voluntary sector (46.7%), and the hospital sector (35.2%).

Racialized People

- > Racialized people have the highest level of representation in the hospital sector (14.8%) and the lowest level of representation as school board directors within the education sector (0.0%).
- > Mid-range levels of representation of racialized people are found in municipal ABCs (7.5%), provincial ABCs (10.7%), the voluntary sector (8.1%), and universities/colleges within the education sector (7.4%).

Intersectionality

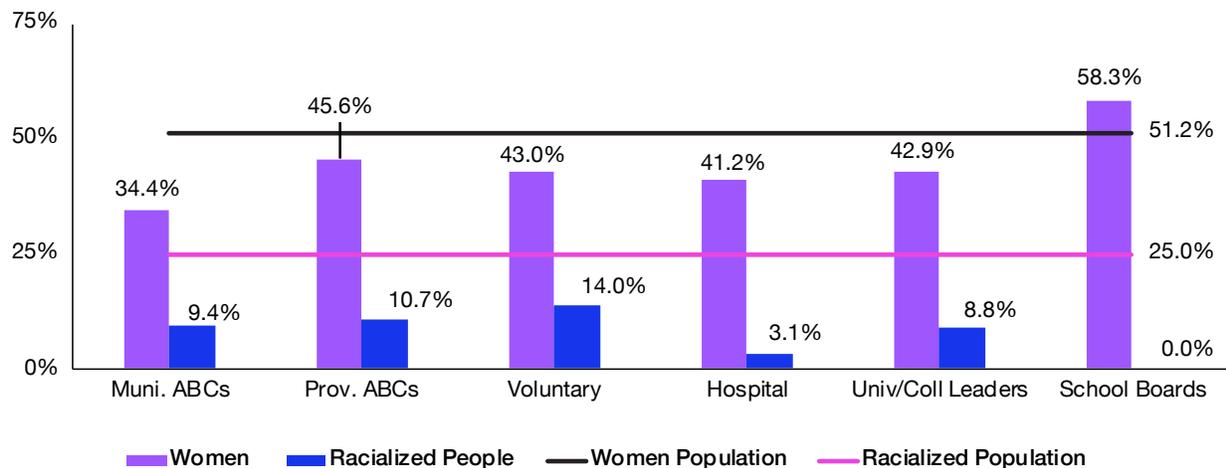
- > In Hamilton, non-racialized women outnumber racialized women 10:1 in board positions across all sectors.

In London, 51.9% of residents are women, and women occupy 44.1% of board positions across all sectors. While racialized people make up 16.1% of London residents, they occupy 9.5% of board positions across all sectors.

TABLE 10
Representation on Boards of Directors in London

Sector	Women %	Number of Women	Racialized People %	Number of Racialized People	Total Board Members
Municipal ABCs	34.2%	27	8.9%	7	79
Provincial ABCs	45.6%	124	10.7%	29	272
Corporate Sector	-	-	-	-	-
Voluntary Sector	42.5%	45	6.6%	7	106
Hospital Sector	47.8%	33	7.2%	5	69
University and College Leaders	32.1%	9	21.4%	6	28
School Board Directors	69.2%	18	0.0%	0	26
Overall	44.1%	260	9.5%	56	580

FIGURE 8
Representation on Boards of Directors in London



Key Findings

Women

- > Women occupy the greatest proportion of board positions as school board directors within the education sector (69.2%) and occupy the smallest proportion of board positions in universities and colleges within the education sector (32.1%)
- > Mid-range levels of representation of women are found in municipal ABCs (34.2%), provincial ABCs (45.6%), the voluntary sector (42.5%), and the hospital sector (47.8%).

Racialized People

- > Racialized people have the highest level of representation in universities and colleges within the education sector (21.4%) and the lowest levels of representation as school board directors within the education sector (0.0%).
- > Mid-range levels of representation of racialized people are found in municipal ABCs (8.9%), provincial ABCs (10.7%), the voluntary sector (6.6%), and the hospital sector (7.2%).

Intersectionality

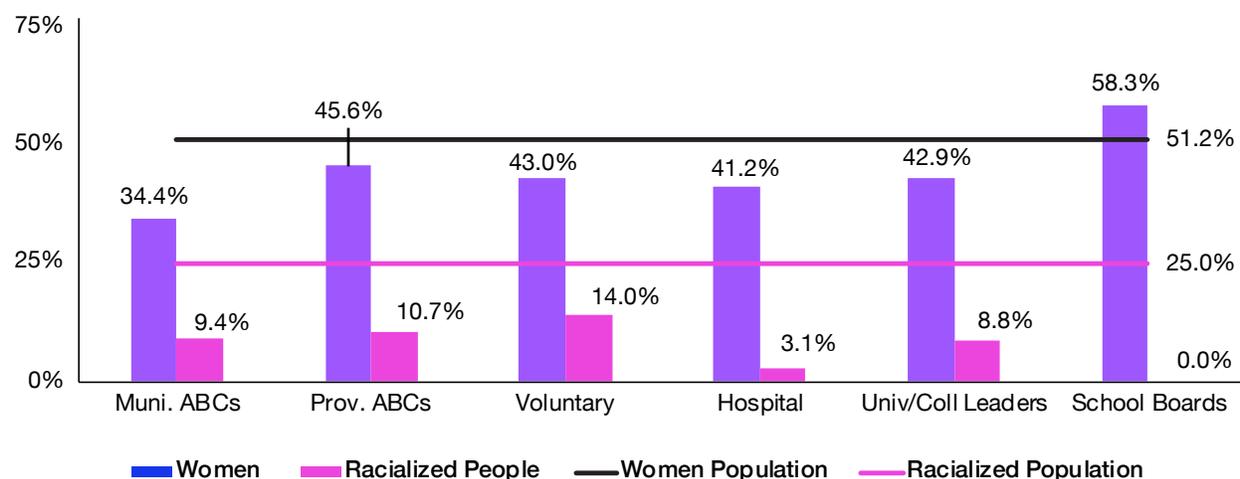
- > In London, non-racialized women outnumber racialized women 10:1 in board positions across all sectors.

Women represent 51.2% of Ottawa residents, but are underrepresented in board positions across all sectors, occupying 44.7% of existing positions. While racialized people make up 25% of Ottawa’s population, they hold only 10.6% of board positions across all sectors.

TABLE 11
Representation on Boards of Directors in Ottawa

Sector	Women %	Number of Women	Racialized People %	Number of Racialized People	Total Board Members
Municipal ABCs	34.4%	11	9.4%	3	32
Provincial ABCs	45.6%	124	10.7%	29	272
Corporate Sector	-	-	-	-	-
Voluntary Sector	43.0%	132	14.0%	43	307
Hospital Sector	41.2%	40	3.1%	3	97
University and College Leaders	42.9%	39	8.8%	8	91
School Board Directors	58.3%	14	0.0%	0	24
Overall	43.7%	364	10.6%	88	823

FIGURE 9
Representation on Boards of Directors in Ottawa



Key Findings

Women

- > Women have the highest level of representation as school board directors within the education sector (58.3%) and the lowest level of representation in Municipal ABCs (34.4%).
- > Women have mid-range levels of representation in provincial ABCs (45.6%), the voluntary sector (43.0%), the hospital sector (41.2%), and universities/colleges within the education sector (42.9%).

Racialized People

- > The level of representation of racialized people is highest in the voluntary sector (14.0%).
- > The lowest levels of representation of racialized people is found in school board directors within the education sector (0.0%)
- > Mid-range levels of representation of racialized people are found in municipal ABCs (9.4%), provincial ABCs (10.7%), hospital sector (3.1%), and universities/colleges within the education sector (8.8%).

Intersectionality

- > In Ottawa, non-racialized women outnumber racialized women 9:1 in board positions across all sectors.

Summary

One key takeaway from the quantitative analysis is the importance of intentional policies and practices. Organizations within the same sector have varying levels of representation of women and racialized people in board positions. This suggests that it is not the availability of candidates that is responsible for the underrepresentation of women and racialized people—it is that the organization chooses not to hire from these groups.

It is not the availability of candidates that is responsible for the underrepresentation of women and racialized people—it is that the organization chooses not to hire from these groups.



Quantitative Findings: The Black Community

The Black community accounted for 1.2 million people in Canada, or 3.5% of Canada's population in 2016.⁷⁵ Black people also made up 15.6% of the population that self-identified as a visible minority in 2016.⁷⁶ However, the Black community continues to experience underrepresentation in governance across the country.

The Black community has a long history in Canada and deals with the impacts of unique histories of oppression, such as slavery in Canada.⁷⁷ The Black community also continues to face unique structural barriers to this day, such as distorted representations and discrimination in the media and a stark overrepresentation among incarcerated people in Canada—in fact, Black people are three times more likely to be incarcerated than the general Canadian population.⁷⁸ These structural barriers and problems of discrimination exist throughout the pipeline, beginning as early as childhood. For example, in 2013, it was found that in the Toronto District School Board (TDSB), Black children were three times more likely than white children to be suspended from school.⁷⁹ Additionally, in 2017, 48% of students expelled by the TDSB were Black children; these suspensions and expulsions contribute to the overrepresentation of Black children in the school-to-prison pipeline.⁸⁰

The discrimination that the Black community faces does not stop at childhood or adolescence—it follows individuals to the workplace as well. Discrimination against Black employees in the workplace ranges from direct acts of racism to microaggressions.⁸¹ In the 2017 Black Experience Project (BEP) conducted by the Environics Institute in the Greater Toronto Area, 67% of participants stated that they “frequently or occasionally experience racism and discrimination because they are Black”; in this same project, 80% of participants stated that they experienced various forms of microaggressions on a day-to-day basis.⁸² In fact, participants of the BEP mentioned more negative impacts of being Black in the workplace than positive ones.⁸³ For example, Black women often have to resort to hiding their natural hair or avoiding hairstyles that are “too Black” in the workplace because having visible “Blackness” often results in treatment that leads to feelings of exclusion.⁸⁴ Further examples of discrimination are experienced by Black physicians in Canada, the results of which extend beyond the work environment itself and impact Black physicians' careers and even health.⁸⁵ The experience of Black physicians highlights that income does not play a role in racial discrimination against Black individuals.

Even more problematic is that racism in the workplace occurs in combination with the underrepresentation of the Black community on boards of directors⁸⁶ and in Parliament.⁸⁷ The existence of barriers to representation has been acknowledged, and the experiences of Black leadership have been somewhat explored.⁸⁸ However, there has not been much action in tracking the representation of the Black community in governance positions across Canada, despite the impacts of their unique experiences on their participation on boards.

The structural barriers to representation and discrimination that Black people face throughout their lives are unique from those faced by other racialized people, which points to a need to specifically explore the experiences of this community and track their representation in governance and leadership. However, keeping in mind that “what gets measured, gets done,”⁸⁹ tracking representation of the Black community is a crucial first step towards addressing the barriers to representation that they face.

The structural barriers to representation and the discrimination that Black people face throughout their lives are unique from those faced by other racialized people, which points to a need to specifically explore the experiences of this community and track their representation in governance and leadership.

With this in mind, the Diversity Institute went beyond collecting data about men, women, racialized people, and non-racialized people in governance, to also collect data on the Black community and their representation on boards across Canada. Specifically, the Diversity Institute used the same innovative coding methodology that was used in the previous quantitative section of this study to determine the representation of Black individuals on boards.

Black individuals are underrepresented on boards of directors in Toronto, as they hold 3.6% of board positions while representing 7.5% of the population in the Greater Toronto Area (GTA).

> Black board members have 52.0% lower representation when compared to the overall GTA Black population.

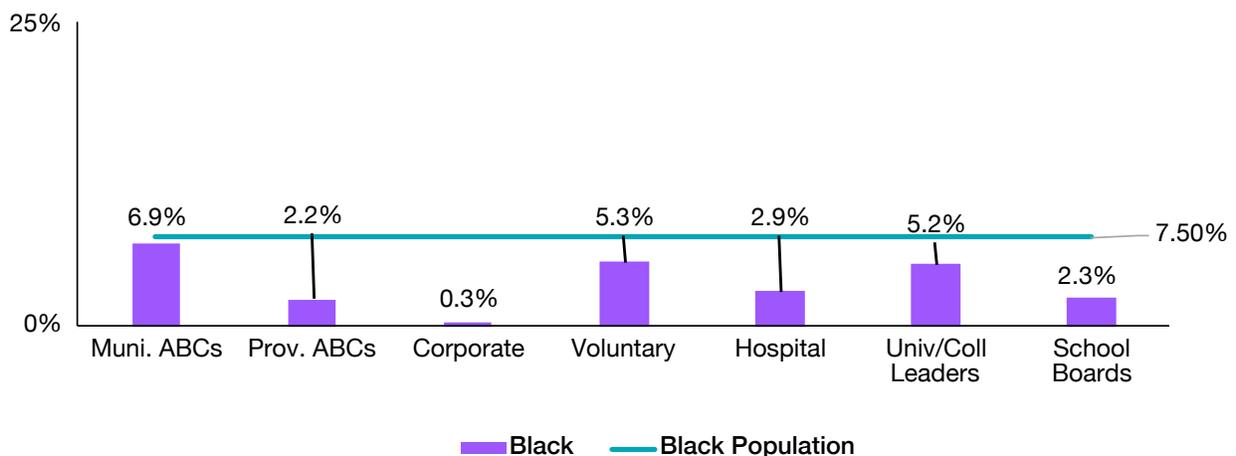
TABLE 12

Representation of Black Board Members in Toronto

Sector	Black People %	Number of Black People	Other Racialized People %	Number of Other Racialized People	Total Board Members
Municipal ABCs	6.9%	22	14.8%	47	318
Provincial ABCs	2.2%	6	8.5%	23	272
Corporate Sector	0.3%	1	4.1%	15	370
Voluntary Sector	5.3%	16	10.9%	33	302
Hospital Sector	2.9%	10	15.2%	53	348
University and College Leaders	5.2%	12	20.2%	47	233
School Board Directors	2.3%	1	16.3%	7	43
Overall	3.6%	68	11.9%	225	1886

FIGURE 10

Representation of Black Board Members in Toronto



Key Findings

In appointments to ABCs, Black board members hold 4.7% of board positions. Municipal ABCs have greater Black representation than their provincial counterparts (6.9% vs 2.2% of board positions).

- > Black ABC board members have 37.3% lower representation when compared to the overall GTA Black population.
- > Black board members in municipal ABCs have 8.0% lower representation when compared to the overall GTA Black population.

Black board members in provincial ABCs have 70.7% lower representation when compared to the overall GTA Black population.

In the corporate sector, Black board members hold only 0.3% of all seats on boards of directors in the city.

- > Black board members have 96.0% lower representation when compared to the overall GTA Black population.

In the voluntary sector, Black individuals represent 5.3% of board members.

- > Black board members have 29.3% lower representation when compared to the overall GTA Black population.

In hospitals, Black individuals represent 2.9% of board members.

- > Black board members have 61.3% lower representation when compared to the overall GTA Black population.

Black individuals represent 4.7% of board members in the education sector. Black board members make up 5.2% of university/college board members and 2.3% of school board directors.

- > Black board members have 37.3% lower representation when compared to the overall GTA Black population.
- > Black university/college board members have 30.7% lower representation when compared to the overall GTA Black population.
- > Black school board directors have 69.3% lower representation when compared to the overall GTA Black population.

Montreal

Black individuals are underrepresented in board positions in Montreal as they hold 1.9% of board positions while representing 6.8% of the population of Greater Montreal.

> Black board members have 72.1% lower representation when compared to the overall Greater Montreal Black population.

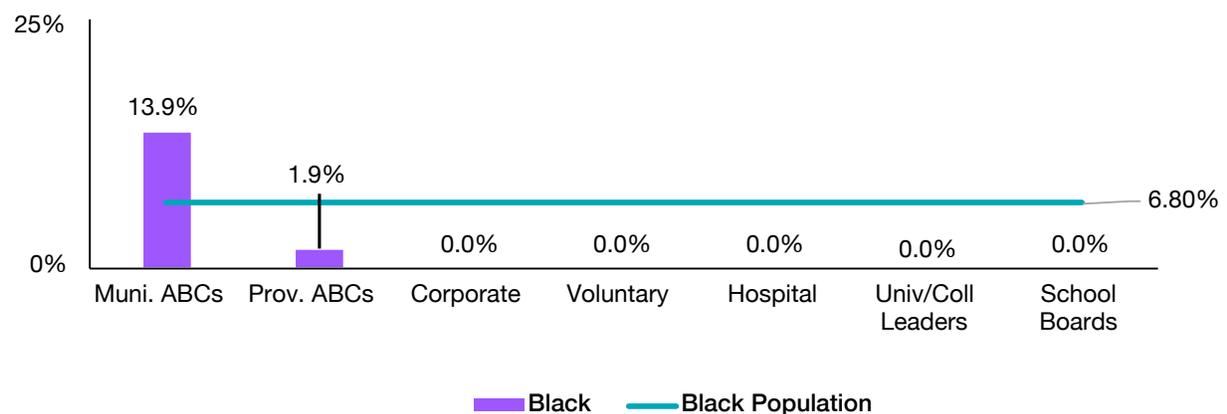
TABLE 13

Representation of Black Board Members in Montreal

Sector	Black People %	Number of Black People	Other Racialized People %	Number of Other Racialized People	Total Board Members
Municipal ABCs	13.9%	20	6.3%	9	144
Provincial ABCs	1.9%	5	1.5%	4	268
Corporate Sector	0.0%	0	1.3%	5	388
Voluntary Sector	0.0%	0	7.5%	15	200
Hospital Sector	0.0%	0	3.8%	2	52
University and College Leaders	0.0%	0	4.8%	9	188
School Board Directors	0.0%	0	12.8%	14	109
Overall	1.9%	25	4.3%	58	1,349

FIGURE 11

Representation of Black Board Members in Montreal



Key Findings

In appointments to ABCs, 6.1% of ABC board members are Black. Black board members represent 13.9% of boards at municipal ABCs and 1.9% of boards at provincial ABCs.

- > Black ABC board members have 10.3% lower representation when compared to the overall Greater Montreal Black population.
- > Black municipal ABC board members have 104.4% higher representation when compared to the overall Greater Montreal Black population.
- > Black provincial ABC board members have 72.1% lower representation when compared to the overall Greater Montreal Black population.

In Montreal, there are no Black board members in the corporate sector, voluntary sector, hospital sector, or education sector.

In Calgary, Black individuals represent 1.0% of board members, despite representing 3.9% of the population.

> Black board members have 74.4% lower representation when compared to the overall Calgary Black population.

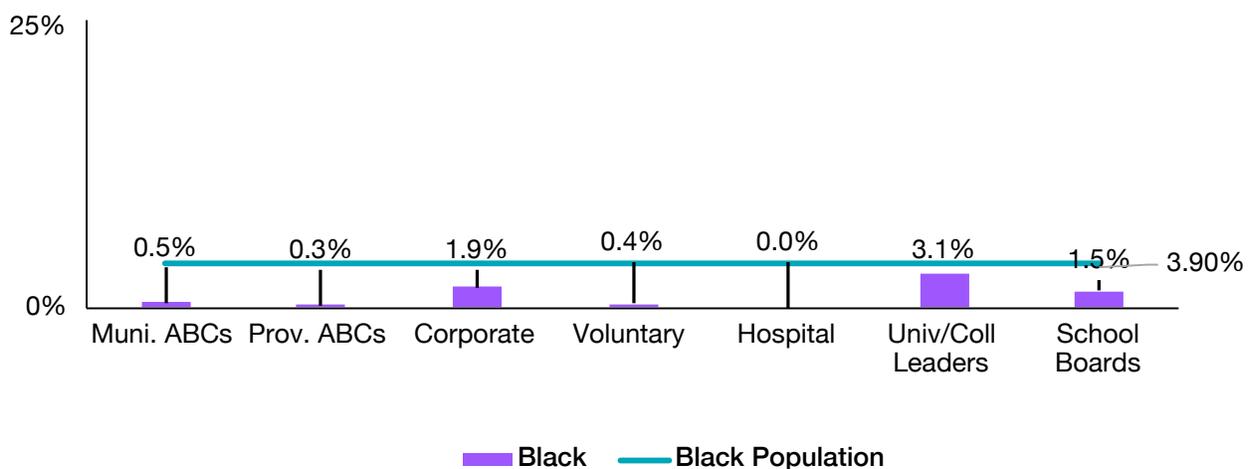
TABLE 14

Representation of Black Board Members in Calgary

Sector	Black People %	Number of Black People	Other Racialized People %	Number of Other Racialized People	Total Board Members
Municipal ABCs	0.5%	3	13.5%	76	562
Provincial ABCs	0.3%	1	6.5%	22	340
Corporate Sector	1.9%	11	3.9%	23	593
Voluntary Sector	0.4%	1	6.8%	16	237
Hospital Sector	0.0%	0	0.0%	0	9
University and College Leaders	3.1%	2	18.8%	12	64
School Board Directors	1.5%	1	3.0%	2	67
Overall	1.0%	19	8.1%	151	1,872

FIGURE 12

Representation of Black Board Members in Calgary



Key Findings

In government appointments to ABCs, Black individuals represent 0.4% of board members. They represent 0.5% of boards in municipal ABCs and 0.3% of boards in provincial ABCs.

- > Black board members in ABCs have 89.7% lower representation when compared to the overall Calgary Black population.
- > Black municipal ABC board members have 87.2% lower representation when compared to the overall Calgary Black population.
- > Black provincial ABC board members have 92.3% lower representation when compared to the overall Calgary Black population.

In the corporate sector, Black individuals represent 1.9% of board members.

- > Black board members have 51.3% lower representation when compared to the overall Calgary Black population.

In the voluntary sector, Black individuals represent 0.4% of voluntary sector board members.

- > Black board members have 89.7% lower representation when compared to the overall Calgary Black population.

There are no Black board members in Calgary hospitals.

Black individuals represent 3.1% of university/college board members and 1.5% of school board directors.

- > Black board members have 20.5% lower representation when compared to the overall Calgary Black population.
- > Black university/college board members have 20.5% lower representation when compared to the overall Calgary Black population.
- > Black school board directors have 61.5% lower representation when compared to the overall Calgary Black population.

Black individuals represent 0.7% of board members in Vancouver despite representing 1.2% of the population. Other racialized people represent 11.6% of board members.

> Black board members have 41.7% lower representation when compared to the overall Vancouver Black population.

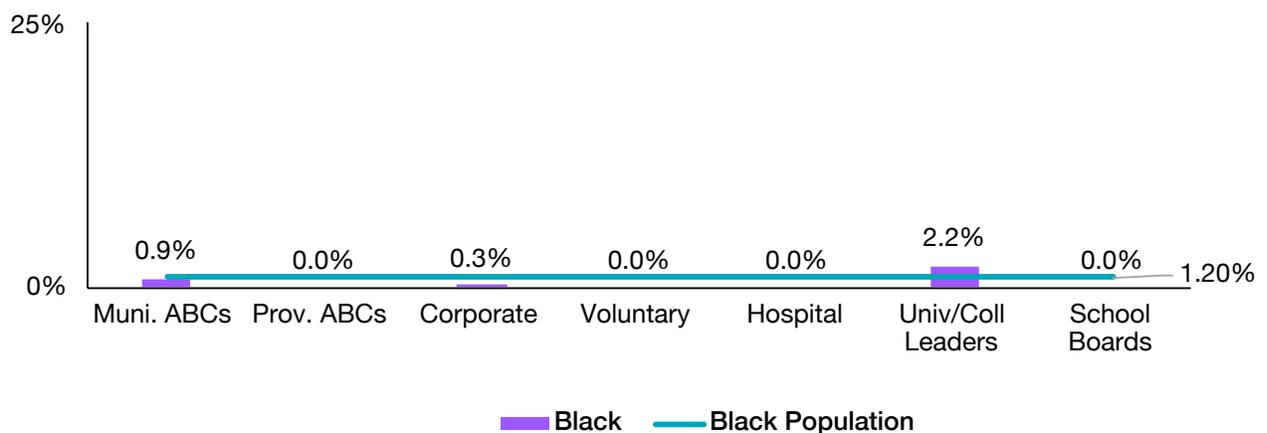
TABLE 15

Representation of Black Board Members in Vancouver

Sector	Black People %	Number of Black People	Other Racialized People %	Number of Other Racialized People	Total Board Members
Municipal ABCs	0.9%	6	11.9%	76	636
Provincial ABCs	0.0%	0	7.6%	11	144
Corporate Sector	0.3%	1	6.3%	18	288
Voluntary Sector	0.0%	0	16.8%	41	244
Hospital Sector	0.0%	0	11.8%	8	68
University and College Leaders	2.2%	4	17.9%	33	184
School Board Directors	0.0%	0	5.1%	4	79
Overall	0.7%	11	11.6%	191	1,643

FIGURE 13

Representation of Black Board Members in Vancouver



Key Findings

In Vancouver, 0.8% of government appointees to ABCs are Black. Black individuals represent 0.9% of municipal ABCs board members and 0.0% of provincial ABCs board members.

- > Black board members on ABCs have 33.3% lower representation when compared to the overall Vancouver Black population.
- > Black municipal ABC board members have 25.0% lower representation when compared to the overall Vancouver Black population.

In the corporate sector, Black individuals represent 0.3% of board members.

- > Black board members have 75.0% lower representation when compared to the overall Vancouver Black population.

There are no Black individuals in board positions in Vancouver's voluntary sector.

No Vancouver hospital board members are Black.

In the education sector, Black individuals represent 1.5% of board members, where 2.2% of university/college board members and 0.0% of school board directors are Black.

- > Black board members have 25.0% higher representation when compared to the overall Vancouver Black population.
- > Black university/college board members have 83.3% higher representation when compared to the overall Vancouver Black population.

Black individuals represent 3.1% of board members in Halifax despite representing 3.8% of the population. Other racialized people represent 3.6% of board members.

> Black board members have 18.4% lower representation when compared to the overall Halifax Black population.

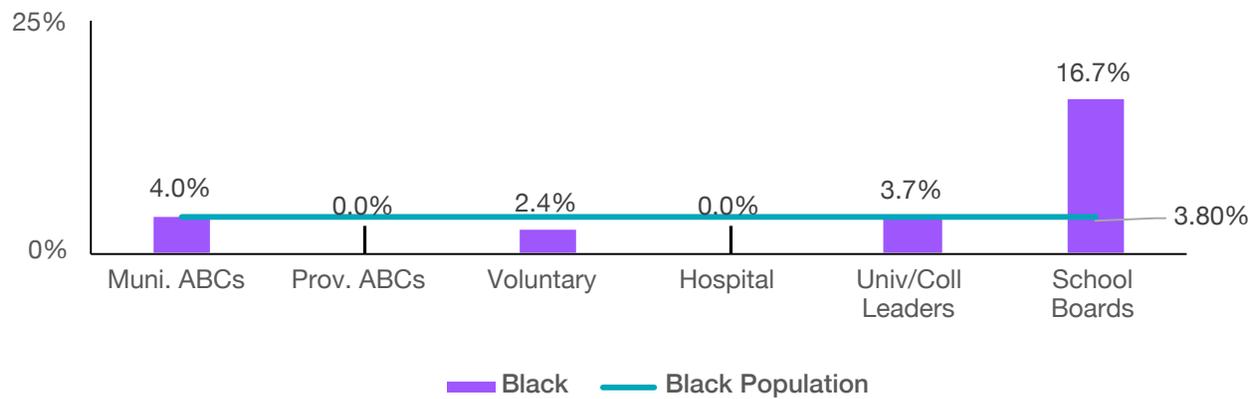
TABLE 16

Representation of Black Board Members in Halifax

Sector	Black People %	Number of Black People	Other Racialized People %	Number of Other Racialized People	Total Board Members
Municipal ABCs	4.0%	9	1.3%	3	227
Provincial ABCs	0.0%	0	0.0%	0	86
Voluntary Sector	2.4%	4	7.2%	12	166
Hospital Sector	0.0%	0	6.1%	2	33
University and College Leaders	3.7%	7	4.2%	8	190
School Board Directors	16.7%	2	8.3%	1	12
Overall	3.1%	22	3.6%	26	714

FIGURE 14

Representation of Black Board Members in Halifax



Key Findings

In government appointments to ABCs, 2.9% of board members are Black, including 4.0% of board members in municipal ABCs and 0.0% of board members in provincial ABCs.

- > Black ABC board members have 23.7% lower representation when compared to the overall Halifax Black population.
- > Black municipal ABC board members have 5.3% higher representation when compared to the overall Halifax Black population.

In the voluntary sector, Black individuals represent 2.4% of board members.

- > Black board members have 36.8% lower representation when compared to the overall Halifax Black population.

Black individuals represent 0.0% of board members in Halifax hospitals.

In the education sector, Black individuals represent 4.5% of board members, where 3.7% of university/college board members and 16.7% of school board directors are Black.

- > Black board members have 18.4% higher representation when compared to the overall Halifax Black population.
- > Black university/college board members have 2.6% lower representation when compared to the overall Halifax Black population.
- > Black school board directors have 339.5% higher representation when compared to the overall Halifax Black population.

In Hamilton, Black individuals represent 1.8% of board members in the sectors studied, despite representing 3.3% of the population. Other racialized people represent 7.0% of board members.

> Black board members have 45.5% lower representation when compared to the overall Hamilton Black population.

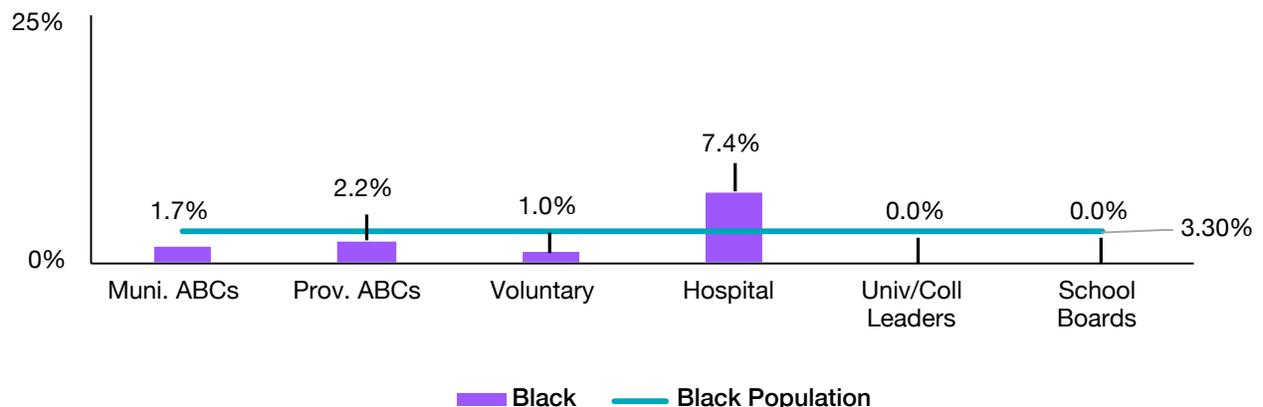
TABLE 17

Representation of Black Board Members in Hamilton

Sector	Black People %	Number of Black People	Other Racialized People %	Number of Other Racialized People	Total Board Members
Municipal ABCs	1.7%	6	6.1%	22	362
Provincial ABCs	2.2%	6	8.5%	23	272
Voluntary Sector	1.0%	2	7.1%	14	197
Hospital Sector	7.4%	4	7.4%	4	54
University and College Leaders	0.0%	0	7.4%	5	68
School Board Directors	0.0%	0	0.0%	0	23
Overall	1.8%	18	7.0%	68	976

FIGURE 15

Representation of Black Board Members in Hamilton



Key Findings

In government appointments to ABCs, 1.9% of board members are Black, including 1.7% of municipal ABCs and 2.2% of provincial ABCs.

- > Black ABC board members have 42.4% lower representation when compared to the overall Hamilton Black population.
- > Black municipal ABC board members have 48.5% lower representation when compared to the overall Hamilton Black population.
- > Black provincial ABC board members have 33.3% lower representation when compared to the overall Hamilton Black population.

In Hamilton, 1.0% of voluntary sector board members are Black.

- > Black board members have 69.7% lower representation when compared to the overall Hamilton Black population.

In hospitals in Hamilton, Black individuals represent 7.4% of hospital board members.

- > Black hospital board members have 124.2% higher representation when compared to the overall Hamilton Black population.

There are no Black board members in Hamilton's education sector.

London

In London, 1.7% of board positions are held by Black individuals, while Black people represent 2.5% of the population. Other racialized people represent 7.6% on board members.

> Black board members have 32.0% lower representation when compared to the overall London Black population.

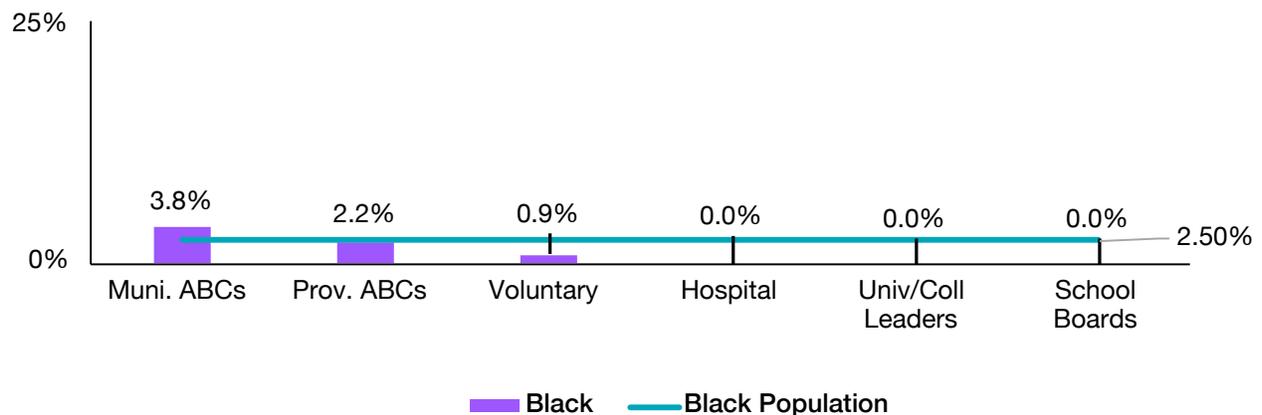
TABLE 18

Representation of Black Board Members in London

Sector	Black People %	Number of Black People	Other Racialized People %	Number of Other Racialized People	Total Board Members
Municipal ABCs	3.8%	3	5.1%	4	79
Provincial ABCs	2.2%	6	8.5%	23	272
Voluntary Sector	0.9%	1	5.7%	6	106
Hospital Sector	0.0%	0	7.2%	5	69
University and College Leaders	0.0%	0	21.4%	6	28
School Board Directors	0.0%	0	0.0%	0	26
Overall	1.7%	10	7.6%	44	580

FIGURE 16

Representation of Black Board Members in London



Key Findings

In government appointments to ABCs, 2.6% of board members are Black. Black individuals represent 3.8% of board members in municipal ABCs and 2.2% in provincial ABCs.

- > Black ABC board members have 4.0% higher representation when compared to the overall London Black population.
- > Black municipal ABC board members have 52.0% higher representation when compared to the overall London Black population.
- > Black provincial ABC board members have 12.0% lower representation when compared to the overall London Black population.

In the voluntary sector, 0.9% of board members are Black.

- > Black board members have 64.0% lower representation when compared to the overall London Black population.

There are no Black board members in the hospital sector in London.

There are no Black individuals in board positions in the education sector in London.

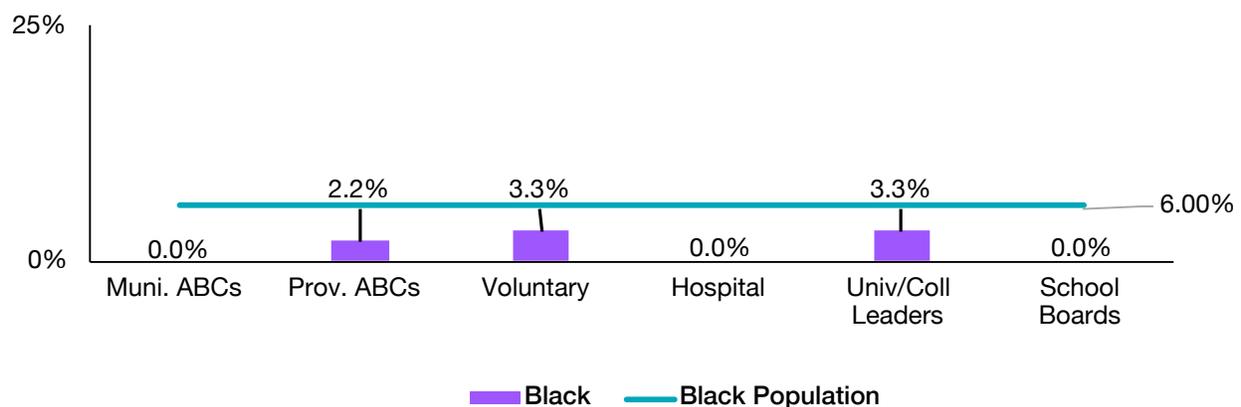
Black individuals represent 2.3% of board positions in Ottawa, despite representing 6.0% of the population. Other racialized people represent 8.1% of the board members in the sectors observed.

> Black board members have 61.7% lower representation when compared to the overall Ottawa Black population.

TABLE 19
Representation of Black Board Members in Ottawa

Sector	Black People %	Number of Black People	Other Racialized People %	Number of Other Racialized People	Total Board Members
Municipal ABCs	0.0%	0	9.4%	3	32
Provincial ABCs	2.2%	6	8.5%	23	272
Voluntary Sector	3.3%	10	10.7%	33	307
Hospital Sector	0.0%	0	3.1%	3	97
University and College Leaders	3.3%	3	5.5%	5	91
School Board Directors	0.0%	0	0.0%	0	24
Overall	2.3%	19	8.1%	67	823

FIGURE 17
Representation of Black Board Members in Ottawa



Key Findings

In terms of government appointments to ABCs, 2.0% of ABC board members in Ottawa are Black. This includes 0.0% of board members in municipal ABCs and 2.2% of provincial ABCs.

- > Black ABC board members have 66.7% lower representation when compared to the overall Ottawa Black population.
- > Black provincial ABC board members have 63.3% lower representation when compared to the overall Ottawa Black population.

In the voluntary sector, 3.3% of board members are Black.

- > Black board members have 45.0% lower representation when compared to the overall Ottawa Black population.

In Ottawa, Black individuals are not represented on hospital sector boards.

As for the education sector, Black individuals represent 2.6% of board members, including 3.3% of university/college board members and 0.0% of school board directors.

- > Black board members have 56.7% lower representation when compared to the overall Ottawa Black population.
- > Black university/college board members have 45.0% lower representation when compared to the overall Ottawa Black population.



Qualitative Research

Overview

The quantitative data highlights a large disparity between the levels of representation of diverse communities in the general population and on boards and in the perceptions of barriers to bridging this gap. While the quantitative portion of this study examined gender and race on boards in Canada, the same methods could not be used to examine other, less visible forms of identity. Previous studies have attempted to track representation of persons with disabilities, Indigenous peoples, and LGBTQ2S+ persons, but the data is uneven because of highly variable response rates.⁹⁰ However, the need to understand the barriers to representation of less visible groups remains important. For example, new legislation—*Bill C-25: An Act to Amend the Canadian Corporations Act, the Canada Cooperatives Act, the Canada Not-for-profit Corporations Act and the Competition Act*—requires disclosure of gender diversity and the representation of women but also disclosure of the level of representation of racialized people, Indigenous peoples, and persons with disabilities on boards as well as diversity strategies.⁹¹

Findings

Despite the extensive efforts to recruit participation in this study through outreach to more than 173 organizations (see Appendix B), we were not successful in identifying many participants who identified as Indigenous, persons with disabilities, or LGBTQ2S+ who had experience on corporate boards. Instead, most of the respondents had public sector and not-for-profit board experience. This finding echoes the quantitative section of this study, which shows that diverse groups have higher levels of representation on non-profit boards, educational boards, ABCs, and hospital boards in comparison to corporate boards. Among the 36 respondents, 90% had non-profit sector board experience and 30% of had public sector board experience, but only 8% had experience on corporate boards.

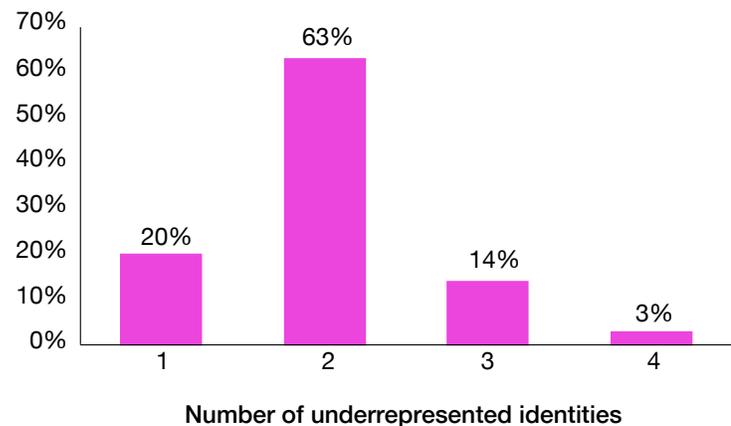
The majority (80%) of participants in the qualitative study were positioned at the intersection of more than one underrepresented identity (e.g., as a woman and an Indigenous person).

Intersectional or multiple identities are an important consideration, as they can compound the barriers to diverse individuals' representation on boards.

- > Approximately 20% of participants identified themselves as being part of one underrepresented community.
- > 63% of participants identified as being part of two underrepresented communities.
- > 14% of participants identified as belonging to three underrepresented communities.

FIGURE 18

Research Participants' Intersectional Identities



- > 3% identified with four underrepresented communities.

Perceptions of Corporate Culture

While there is underrepresentation of women and other diverse communities in all sectors, the level of representation varies between sectors and within sectors. The findings of the quantitative portion of the study are reinforced in the qualitative findings. Many participants felt that corporate boards were less welcoming.

For example, some participants indicated that they avoided the corporate sector because they saw it as a heteronormative space that is mostly made up of white heterosexual men, and thus was less inclusive and welcoming than not-for-profit sector boards, which had visibly more representation of women and diverse groups. A racialized man from the LGBTQ2S+ community with non-profit and corporate sector board experience confirmed this issue with corporate board optics, saying:

So there's a problem where the, you know venture capital and private equity industries are still very, um, very white, very heterosexual male... and so the industries themselves, you know, if that's where the investors are coming from, they tend to pick from their own rank. (P34)

Because the environment I work in is very heteronormative, everyone talking about their families, their children and everything like that, and it becomes hard for someone like me who doesn't have children to be able to participate in those conversations. (P22)

Another participant described their perceptions of corporate boards, stating:

LGBT and Métis are not something that corporate boards are sort of seeking as a voice that they feel they feel... I don't think that the—my voice as a Métis person or my voice as an LGBTQ2 person are something that is largely sought. (P26)

Corporate Board Requirements

The heavy emphasis on executive corporate experience was another barrier identified by the participants who felt that other valuable skillsets and perspectives were under-valued on corporate boards. As one participant with corporate board experience stated: *“In my observation, many people who are on boards have a wealth of experience in business”* (P23). When another participant described his pursuit of corporate board positions, he stated:

It's like, it's ridiculous because the not-for-profit sector is doing such great, big, good things. Yet it's always undermined by the corporate sector. Or they're like, oh, they don't have the same skills or their contributions, or the same education... so I think people see, because of my experience, especially within the not-for-profit sector, I don't bring as much value to the table as someone else would. (P25)

Another assumption was that only people with incomes in a certain financial bracket were considered to be appropriate candidates for board positions. For example, when asked about their interest in pursuing a position on a corporate board, one participant stated:

Yeah, I would like to be. But I feel like the, even though my area of expertise are unique, I think most of those [corporate] boards, well, I think they're looking for people with very deep pockets and I don't have deep pockets at this time. (P25)

Discrimination

Interviewees who self-identified as a member of an Indigenous community, as a person with a disability, or as a member of the LGBTQ2S+ community all reported discrimination throughout their careers and while navigating positions on boards in various sectors. For example, a woman with a disability described the discrimination that she faced due to a lack of understanding about her disability, saying:

There's discrimination that arises because people don't know what you can or cannot do with your particular disability. Whether the person has a visual impairment, physical impairment—oh, maybe they're not going to be able to get to the meetings, so are there other means to get to the meetings, right? Like can they join in by

teleconference? Can you go in remotely or, you know, some other method of having it? So that prevents, I think, some people with disabilities from being—let me put it this way, that makes people with disabilities maybe dismissed outright without [inaudible] any exploration... they may think, oh, that person has a disability, so they're not going to be interested in, say, hydro, or the economy because all they really care about is disability issues. (P04)

Discrimination is compounded for those with intersectional identities. One interviewee described her lived experiences with microaggressions, as a person with three intersecting identities (a Black woman with a disability), as follows:

He came in and said [to me], oh, can you grab me a cup of coffee. So, I said, "Certainly." I gave him the coffee and when the meeting began, and I started to speak and lead the meeting, his mouth just about hit the floor. Because, once again, they saw a Black woman and they automatically assumed I was there as admin. So, I don't even mention my degrees anymore; I don't, because all they see is Black and woman. This was before I was disabled, and so now, all they see is Black, disabled and woman. And because of the disability and my not being as vocal and, you know, animated... I'm sure another layer is stupid, right? (P13)

This example highlights the ways that discrimination, including compounded discrimination against multiple identities, can lead to the profiling of individuals as people who do not belong on boards or in senior leadership positions.

Given longstanding experiences with discrimination, rather than viewing their diversity as an advantage, many participants simply self-selected out. For example, a racialized man and member of the LGBTQ2S+ community (with not-for-profit sector experience) described his experience of assuming that his qualifications were not enough compared to candidates that fit the optics of corporate boards, stating, *"I never really like, you know, bother when there's no—when some other like, old white lady or old white gentlemen who's already in line for this. Do you know what I mean?" (P28).*

"He came in and said [to me], oh, can you grab me a cup of coffee. So, I said, 'Certainly.' I gave him the coffee and when the meeting began, and I started to speak and lead the meeting, his mouth just about hit the floor. Because, once again, they saw a Black woman and they automatically assumed I was there as admin."

Another participant, who was a woman with a disability and who had non-profit and public sector board experience, stated:

I think it's a preconceived idea of what is an acceptable as a productive human being... just keep your focus until people realize that just because I have a physical disability doesn't mean I have a mental disability. And that defines—that I find is one of the biggest things. (P01)

Lack of accommodation, social exclusion even when accepted on a board, and micro-aggressions were also common experiences.

One participant described the exclusion that persons with disabilities face simply based on assumptions about the cost of accommodations:

There are concerns about my needs for accommodations and to be accommodated for. Which is explicit discrimination. However, corporations, businesses, not-for-profits, do have the assumptions that accommodations are very expensive. I do understand, being a CEO and president of an organization, that there are budget limitations, yes, and I get that. But the assumption before meeting someone, that they may—what their accommodations are is not acceptable. (P25)

Additionally, marginalization has compounded effects: some participants indicated that they did not have the same educational or job opportunities that others do, which had ramifications on their potential as candidates for boards. For example, some credentials perceived as desirable for board candidates are expensive (\$20,000 or more) and only available in large urban centers, and without a well-paid corporate job and sponsorship, these credentials can be exclusionary and part of systemic discrimination.

Identity Disclosure and a “Culture of Silence”

Many of the respondents indicated that discrimination contributes to a “culture of silence”: an environment in which current or aspiring board members refrain from disclosing their identities to others in the organization out of fear of discrimination or being denied governance positions. For example, participants with disabilities indicated that they would hide their accessibility devices or would not request the accommodations that they required. Those who identified as Indigenous, as persons with a disability, or as LGBTQ2S+ indicated that they often tried to “pass” as members of the dominant identity group to prevent themselves from being targets of discrimination.

When referring to her experience as a leader in the corporate sector, one participant described the consequences of her silence about her sexual orientation, and how it limited her ability to participate in her role, stating, *“I came to recognize later was that it was harder for me to integrate into leadership positions because there’s a whole part of me that I kept very separate from work”* (P10).

Some Indigenous participants also indicated that they did not self-identify as Indigenous to their fellow board members, particularly if they could “pass” as white: *“So even though I am Indigenous, I, unfortunately in some ways, identify as white. I don’t look the stereotypical Indigeneity colour”* (P05).

Identity disclosure is an important part of performing to one’s full potential at work. Individuals who feel they have to hide their identities face significant challenges and often find it difficult to pursue governance opportunities.

Lack of Networks

While networks have the potential to act as a bridge between individuals and leadership positions, they can also become barriers for underrepresented communities. Because of the informal approach to recruiting board members, a lack of networks was seen as a barrier by participants, particularly in the corporate sector. One male participant from the LGBTQ2S+ community, who also had a disability, discussed his experiences in the corporate sector (he had experience on both corporate and not-for-profit boards), stating that, *“I think in the private company world, it’s, it’s, it’s very much about who you know and they’re less likely to recruit based on identified needs”* (P23).

One participant, a woman from the LGBTQ2S+ community, described her lack of networks as the reason for not pursuing corporate board opportunities, saying:

Yeah, I don’t move in those circles, so I wouldn’t even know how to approach those... Oh, it, definitely social network is absolutely a barrier. Yeah... If I had those connections, I would consider applying, but I am not within that realm. (P12)

Similarly, a participant from a corporate board echoed this same concern, saying:

There are many board positions on the business side. Many people want to be on boards these days... And so, often, that’s come down to opportunities, but it could be made available to you because someone in your networks able to introduce you to the opportunity or make you aware of something that might not already be part... like would be known publicly. (P23)

Some participants described a lack of networks as a vicious cycle: the lack of networks prevented them from obtaining positions that would help them build networks.

Lack of Access to Mentorship and Sponsorship

A lack of networks is also tied to another barrier to participation on boards: lack of access to mentorship and sponsorship and lack of knowledge about the “unspoken rules” of boards. For example, with reference to the lack of available mentors, one participant stated:

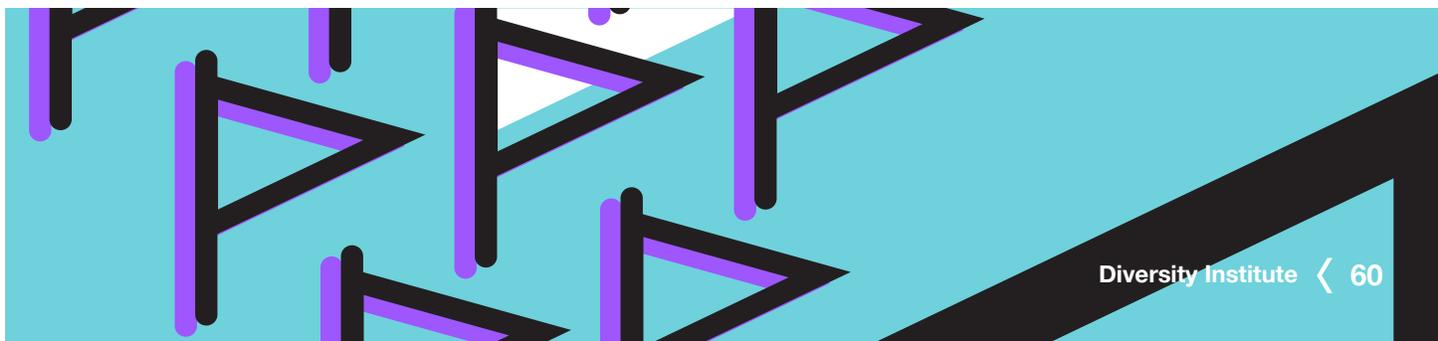
This isn't easy to find. I would say that there aren't many people that are able and/or willing to take on that role, or even if they are, may not have sort of the professional and interpersonal skills in order to be a good mentor. (P22)

The importance of mentorship and support was strongly acknowledged by one of the few participants on a corporate board who said, “Yes, they created contacts for me and... one of them in particular has been a really good cheerleader because it's hard work to get a board position” (P10).

Summary

As previously mentioned, there is not only a business case for diversity, but recent legislation also pushes for diversity on corporate boards. However, the issues identified through the qualitative data analysis highlight several barriers that stem from the macro level, such as discrimination, perceptions about what boards look like, and how welcoming the corporate sector seems; the meso level, such as biased recruitment processes; and the micro level, such as a lack of mentorship and access to networks. Thus, the responses needed to address these barriers must occur at the macro, meso, and micro levels. The critical ecological model is vital for such a response, as it allows for organizations to take a concerted, multi-level approach to improving diversity on boards.

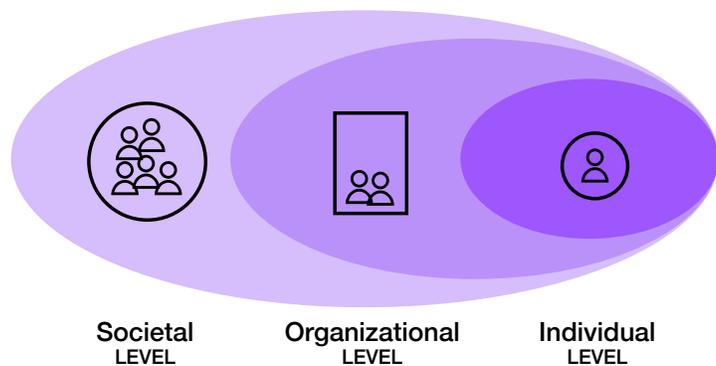
Barriers to representation exist at the macro (societal) level, the meso (organizational) level, and the micro (individual) level, all of which contribute to diverse individuals' experiences as they strive for and participate in board positions.



Strategies for Support Diversity & Inclusion on Boards

There is no simple solution to creating more inclusive boards. Opportunities for leadership require integrated strategies that address issues at the societal, organizational, and individual levels. While the critical ecological model has highlighted many of the barriers to representation (as noted previously), this model can also be used to identify and remove barriers. The critical ecological model is important because actions at only one level are not sufficient to address the complex causes of underrepresentation. Rather, a concerted effort is required to effect change at the macro, meso and micro levels. Doing so achieves greater board representation for diverse groups.

FIGURE 19
The Diversity Institute's Critical Ecological Model of Change



Societal Responses: Addressing Policy and Societal Perceptions

At the macro level, laws both shape and reflect behaviours, through processes such as increasing levels of accountability for representation. For example, Canada's *Employment Equity Act* (1986) imposed requirements requiring federally regulated companies to report on levels of representation of “designated groups”: women, “visible minorities” (racialized people), “Aboriginal people” (Indigenous people), and persons with disabilities. While this legislation only covered 5% of companies, it has been shown to have significant impact on business practices, as “what gets measured, gets done.” Another significant piece of legislation is the 2014 amendment to the Ontario Securities Commission's *Disclosure of Corporate Governance Practices*, which focuses on the representation of women on boards in publicly traded companies in Ontario.⁹² While the impacts of such legislation are debated, there is a broad understanding that laws reflect and shape values and behavior,⁹³ and frame the institutional environment of organizations.⁹⁴

As previously mentioned, there has been significant improvement in this realm, particularly with the introduction of Bill C-25. This bill seeks to amend the *Canada Business Corporations Act* (CBCA) and has the potential to drive commitment towards diversity and inclusion if effectively enforced. The Bill C-25 amendment to CBCA, which initially required the disclosure of gender diversity on boards, has since expanded to require the annual disclosure of participation on boards by racialized people, Indigenous peoples, and persons with disabilities as well, emphasizing that the measurement of these four groups is only to meet even the minimum requirements. While gender identity and sexual orientation are protected grounds, LGBTQ2S+ people are not addressed explicitly in this legislation. However, progressive organizations will have strategies to address the needs of this group by removing barriers to leadership opportunities.⁹⁵

While there has been great progress in this area, legislation is only words on paper and does not come with explicit strategies nor practical considerations for implementation. As such, more needs to be done to ensure that legislation is informed by evidence and that its impacts are evaluated and fed back into policies and processes. Ensuring that rigorous analysis is applied to policies, programs, funding, and outcome measurement is critical to ensuring that Canada has the enabling conditions to enact its policies and develop and advance diverse leaders.

Additionally, the *Canadian Charter of Rights and Freedoms*, at the federal level, and the *Ontario Human Rights Code*, at the provincial level, also shape expectations, laying the foundation for advances by equality-seeking groups. However, many organizations have not translated this legislation into the local policies and practices that are needed to advance equity, diversity and inclusion (EDI) and reduce risk.

Societal progress towards meeting inclusion goals is ultimately being held back by a lack of race-based data being collected at the macro (and meso) levels. Governments (and organizations) should be tracking the representation of racialized leaders in society in order to better inform policymaking. The data collected in this report is an important first step in this regard, but further efforts need to be made at both the macro and meso levels to ensure that this data is continuously tracked and easily accessible.

Furthermore, it is important to mainstream gender-based analysis (GBA) and gender-based analysis plus (GBA+), so that funding and programs can also shape corporate behaviour by requiring organizations seeking government funding to provide data on gender and diversity. This analytical tool helps to assess the gender-specific impacts of policies, legislation, and programs on women and men. When applied to policy, gender-based analysis allows decision makers to consider gender differences.⁹⁶

Similarly, government procurement processes and “set asides” can ensure that organizations consider diversity and inclusion as a strategic imperative.⁹⁷

Advancing other policies that “level the playing field” is also important. For example, improving support for childcare, eldercare, parental leave, and associated tax incentives can make a difference in reducing barriers to advancement for underrepresented employees. Policies that provide support for immigrants and refugees and their children also translate into higher immigrant (including racialized immigrant) participation in the labour market and more opportunities for advancement. Other research has suggested, for example, that Quebec and Montreal have better representation of women in leadership positions because of their universal childcare policy.⁹⁸ On the other hand, the comparatively poor performance of Quebec regarding racialized minorities is likely perpetuated by Bill 62,⁹⁹ which prohibits the wearing of religious symbols in public office and is seen by many as reinforcing xenophobia.

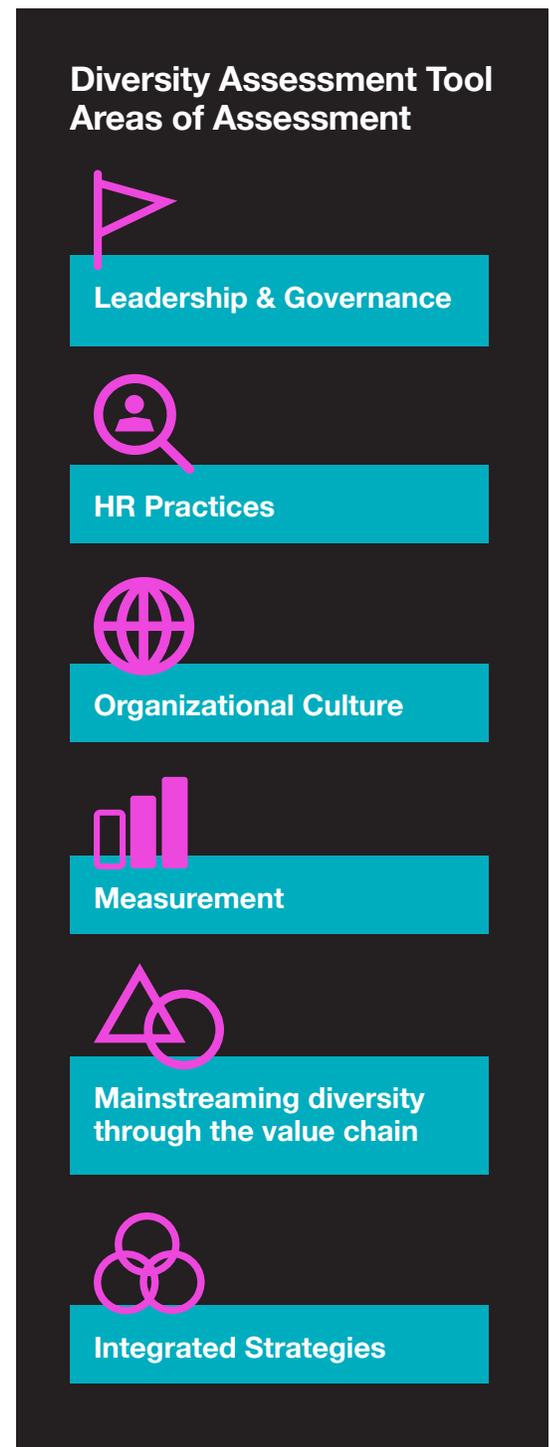
Tackling cultural stereotypes is challenging as they are deeply embedded, but programs aiming to break stereotypes and to celebrate and improve the profiles of women, racialized people, members of the Black community, persons with disabilities, Indigenous peoples, and those identifying as LGBTQ2S+ are important. Pushing media and organizations to ensure they include women and diverse experts—for example, by refusing to sponsor events with “manels,” or panels composed only of men—is also a way in which organizations can use their purchasing power to shape societal values. Organizations can promote visible commitments to diversity and inclusion through initiatives like the 30% Club, which includes executives committed to ensuring that their corporate boards are composed of 30% women. Corporate commitments to the UN Women Empowerment Goals and endorsements and participation in high profile events like Pride have also helped to gradually erode stereotypes and exclusion. Visible support for employees even when they face discrimination outside of the workplace is also important for a strong commitment to celebrating their identities.

Organizational Responses: Addressing Processes and Policies

At the meso level, the following organizational processes and policies have a significant impact on representation and inclusion:

- > **Leadership and governance**
Including setting an inclusive tone and taking a top-down approach to implementing diversity initiatives;
- > **HR practices**
Including recruitment, development, and management of diverse employees;
- > **Organizational culture**
That reinforces belonging and inclusion;
- > **Measurement**
Including setting measurable targets and tracking the effects of policies and practices;
- > **Mainstreaming diversity through the value chain**
Which includes procurement, research, product development, sales, marketing, and service; and
- > **Integrated strategies**
Which develop the pipeline and include outreach, government relations, and philanthropic initiatives.

The starting point for an effective strategy to advance diversity and inclusion in leadership roles is good data. The Diversity Assessment Tool (see Appendix C) supplements this data by helping to examine specific policies and processes in companies that are effective at identifying specific actions that can address barriers to representation, thus advancing diverse leadership on boards and in the executive office through facilitating change at the macro, meso and micro levels.



LEADERSHIP AND GOVERNANCE

Leadership and governance is, as previously mentioned, extremely important for the successful top-down implementation of diversity strategies. Leadership is also responsible for setting an inclusive tone in an organization. One way that leadership and governance can set this tone, particularly one that fosters a welcoming culture, is by embedding diversity and inclusion in the company's mission statement.

Another way to embed diversity in the governance of an organization is through the establishment of a board diversity policy that is accessible and available. Such a policy highlights to potential candidates that the organization does in fact welcome them and may even prescribe specific measures the organization takes to ensure board diversity. Furthermore, companies can utilize skills matrices as well as equity targets for identifying new board members and leaders.

Leaders can be even more vocal about their commitment to diversity by joining organizations or councils that revolve around diversity, and generally being outspoken about diversity. Publicly expressing support for diversity and inclusion signals that diversity is valued by the organization. In other words, existing board members can proactively communicate the importance of equity and diversity strategies both inside and outside their organizations, becoming diversity champions.

Fostering diversity takes sustained and intentional action, and leaders need to go beyond their networks to support recruitment efforts and understand their own biases, especially the "similar-to-me" or affinity bias (which is that we tend to surround ourselves with similarly-minded and even similar-looking individuals).

HR PRACTICES

HR practices, including recruitment, development, and management of diverse employees is fundamental to implementing a successful diversity strategy. For example, companies can ensure that they only seek the skills and qualifications that are actually required for the role rather than proxies that may exclude diverse candidates. In fact, companies should generally reconsider their previous assumptions about requirements; for example, requiring corporate sector experience to be eligible for positions on corporate boards can overlook well-qualified candidates with professional designations or highly relevant non-profit experience. This is particularly important, as there is often an assumption that those with corporate experience can contribute to non-profits, but that those with non-profit experience cannot contribute to corporate success. This assumption is highly problematic as diverse representation tends to be higher on non-profit than corporate boards. Additionally, given the intersection of white privilege with socio-economic status, requiring expensive

designations for board participation almost by definition excludes members from disadvantaged groups, and thus should be halted to become more inclusive. For example, experience on a public hospital board can potentially be of great value to a biotech board and provide insights into the market and barriers to product adoption. However, beyond rethinking existing requirements, organizations must also be clearer about how they communicate those requirements. Clarifying the requirements of board membership can address misconceptions held by potential board members from underrepresented groups.

Companies can also ensure the use of bias-free selection processes, diverse selection committees, mandatory diversity training, and collective responsibility to support their diversity strategies. For example, at the board level, organizations can make sure that they are not just employing recruitment agencies with the expectation that the shortlist will include women and diverse candidates. They need robust and integrated recruitment policies that tie into the organization's broader diversity strategy. Another way that organizations can make their selection processes more inclusive is by allowing potential board members to move forward in the process despite the region from which they obtained their education, a practice without which many excellent, diverse candidates would not even be considered.

Supporting the mentoring and sponsorship of high-potential women and diverse employees is also extremely important. Due to the many barriers that exist to obtaining board membership, ensuring and promoting that affordable training and development pathways are available is critically important to attracting skilled candidates, particularly those who face systemic barriers. Similarly, organizations should stress that not all board members need to be fundraisers or committed to large financial stakes in the organization.

Forecasting board vacancies is also important in supporting diversity strategies. Engaging in thoughtful succession planning to support diverse recruitment means the organization is constantly looking for new talent. Organizations should also consider board term limits to allow for "new blood," opening the door for appointments from underrepresented groups.

ORGANIZATIONAL CULTURE

When organizations engage in a culture shift, this engagement should include the undertaking of diversity and inclusion training. Such training helps members of the organization understand how some behaviours can be exclusionary or discriminatory. There are numerous tools that organizations can use, such as toolkits for assessing needs or designing training programs, as well as resource guides and training materials, all of which can be delivered digitally.

Inclusive symbolism and imagery are also critical to achieving a welcoming culture in an organization. A wide-reaching and visible commitment to diversity and inclusion is necessary to ensure this culture is created and maintained. However, committing to diversity and inclusion goes beyond simply communicating that the organization is welcoming; it also requires those words to be translated into an inclusive organizational culture.

One way to begin transforming organizational culture is to examine how day-to-day practices may be inclusive or exclusive, (e.g., focusing on golf or events involving alcohol as the principal forms of social networking is highly exclusionary). Similarly, organizations must make sure that policies do not unintentionally exclude diverse groups (e.g., honoraria requirements). Organizations should also ensure that policies and practices require compliance. In other words, formal policies and training must ensure that organizations “walk the talk”. Organizations should also reconsider how their dress codes can be exclusive and discriminatory, realizing that different appearances (e.g., hairstyles) should not be automatically deemed unacceptable.

Organizations can also work to provide more support to underrepresented populations as they take on board opportunities. While part of creating a more supportive environment involves a shift in culture, it also involves elements such as mentorship and sponsorship; in fact, many respondents in this study stressed the importance of mentorship and coaching to increasing opportunities.

Finally, organizations can also shape their culture with simple actions such as the provision of mental health support. Additionally, amenities like on-site childcare and the strict use of accessible locations for meetings can also signal a commitment to diversity and inclusion.

MEASUREMENT

Organizations can do a number of things in terms of measurement and tracking data that will promote diversity and inclusion. Setting goals and specific targets is extremely helpful for translating strategies into actions and deliverables. Organizations can track and review the number of diverse individuals that engage with the organization as clients, employees, management, senior leadership, board members, and more. For example, an internal annual scorecard can be used to track demographic data. Additionally, organizations should conduct equal pay audits to ensure adherence to the principle of “equal pay for work of equal value.”

Another way that organizations can use data to promote diversity is through the administration of engagement surveys that ask for self-reported demographic data and seek specific information about the experiences of women and diverse groups. For example, organizations can ensure that they not only track racialized people as a distinct group, but also track the representation of the Black community as a distinct group too, with the understanding that their experiences are also different from racialized people as a whole. Organizations can further assess their own progress towards greater diversity by benchmarking their own performance against others in their industry.

MAINSTREAMING DIVERSITY THROUGH THE VALUE CHAIN

There are several ways that organizations can mainstream diversity through the value chain. One major step towards mainstreaming diversity is to establish policies that are company-wide, and that are accompanied by strategies that translate those policies into actions and deliverables.

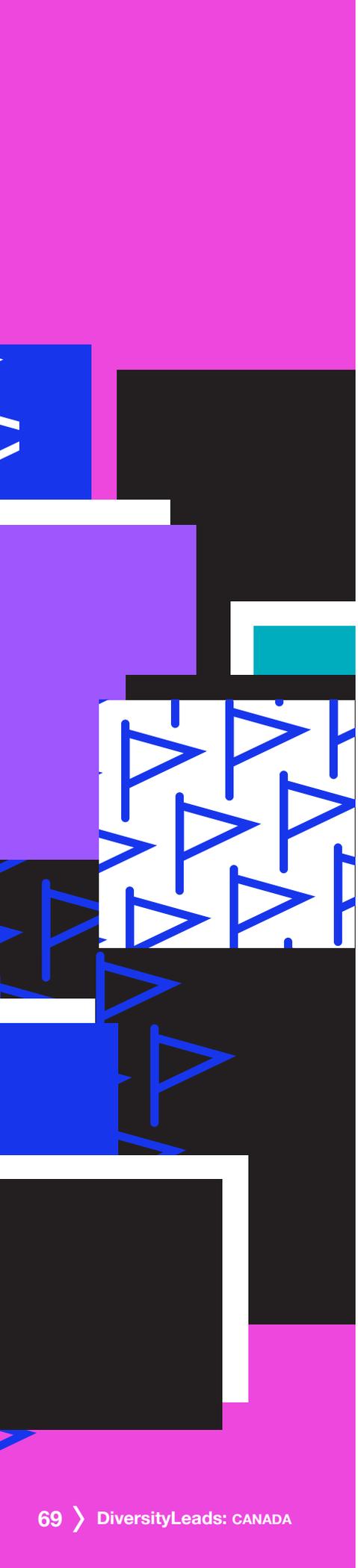
Procurement also becomes an important tool that government and large corporations can use to incentivize others to make diversity a priority. Organizations should consider diversity when they design and develop their products, programs, and services and ensure equitable access to them. Organizations can also train their service providers on how to engage diverse people. Organizations can further contribute to the value chain by using their marketing, media, and communications to publicize their commitment to diversity, as well as to challenge stereotypes among the public. Organizations can also profile diverse individuals in their marketing materials to act as role models, focusing on their skills, achievements, and contributions.

INTEGRATED STRATEGIES THAT DEVELOP THE PIPELINE

Organization should adopt integrated strategies that develop the pipeline to diverse boards. For example, organizations can use targeted outreach to women and diverse communities by partnering with organizations that serve those groups. Organizations can also engage with underrepresented communities by communicating opportunities on broader, more accessible platforms, engaging with gatekeepers, and more.

Additionally, organizations can think about building the board pipeline by recruiting candidates to committees or foundations before recruiting to boards. Similarly ensuring affordable board training options is critically important to attracting some candidates.

Finally, organizations can also embed equity, diversity, and inclusion in performance management systems using the diversity data that they measure. For example, organizations can create their own internal pipeline scorecards to track the demographic data of underrepresented employees within their own ranks and among their partners and clients.



Individual Responses: Attitudes, Behaviours, and Choices

Individual attitudes, behaviours, and choices also shape opportunities. Individual biases, and actions—like being a bystander—allow exclusion and discrimination to persist.

Individuals make decisions about who to mentor, who to sponsor, and who to recruit to their networks. We need to challenge implicit biases and build an awareness of privilege, encouraging people in power to use their influence to advance diverse individuals and build allyship. Helping diverse candidates build networks is critical to helping them ascend to leadership positions. Additionally, networking can help individuals meet others who have had similar experiences, and in doing so, find other sources of support, such as mentorship and sponsorship.

Individuals need to challenge implicit biases and build an awareness of privilege, encouraging people in power to use their influence to advance diverse representation and build allyship with underrepresented groups.

Organizations must also endeavor to celebrate the successes of diverse members. Sharing these stories helps combat perceptions that boards are unreachable for some. It signals to women, racialized persons, Black individuals, Indigenous peoples, persons with disabilities, and LGBTQ2S+ persons that positions of leadership are attainable.

Everyone needs to commit to using their individual sphere of influence to challenge stereotypes and unfair policies, to challenge micro-aggressions, and to advance diverse leadership opportunities. Individuals can contribute greatly to the promotion of diversity and inclusion in leadership.



Conclusions & Implications

This report shows the experiences of women and underrepresented groups as they strive for leadership positions in organizations and on boards. The data illustrates that women are gaining ground in terms of board representation in specific sectors but are also still deeply underrepresented on corporate boards. Moreover, non-racialized women are making far more progress than racialized women. While there are significant differences between sectors, there are also differences within sectors. Some organizations achieve high levels of representation of women on boards, while others still have no women at all on their boards (although this number is rapidly shrinking). The study also shows geographical differences in the levels of representation on boards.

While there has been progress in the representation of women, there is still much more work to be done to increase diverse representation on boards for other diverse groups, and in the corporate sector as a whole.

When it comes to racialized people, the picture is far worse, even in sectors one would expect to have better levels of representation. Racialized people are almost invisible in corporate leadership roles, even in organizations based in Toronto, where more than half the population is racialized. Again, we see significant differences across sectors, but even more importantly, within sectors.

Black individuals are even less represented than other racialized groups on boards. Thus, not only are they underrepresented as a whole, but they face additional challenges distinct from other racialized individuals. Not only does the level of

representation of Black individuals on boards across Canada highlight barriers to their participation, but its differentiation from the level of representation of other racialized individuals who outnumber Black individuals highlights a need to continue tracking the level of representation of the Black community as a distinct group.

When we delve into the lived experiences of particular groups, including Indigenous peoples, persons with disabilities, and those who identify as LGBTQ2S+, we gain additional insights into their absence in governance positions. While these groups have made some progress in the non-profit sector, they continue to be grossly underrepresented on corporate boards. While some members of these communities are interested in corporate leadership and board opportunities, they perceive many barriers, including the closedness of corporate cultures, undervaluing of their skills, discrimination, a pressure to remain silent, a lack of networks, and a lack of mentorship

and sponsorship opportunities. The data also highlights that the barriers faced by many underrepresented individuals are compounded by their intersectional identities.

However, everybody can play a role in dismantling these barriers at the macro, meso, and micro levels. At a macro level, legislation can inform the current values, beliefs, and cultures that impact underrepresented communities' lived experiences. Individuals can also use legislation to help ensure that a positive feedback loop is formed. This can be accomplished by ensuring that rigorous research and analysis informs legislation and evaluates its impacts. At the meso level, organizations can assert and promote their stance on diversity and inclusion to combat misinformation. They can embed diversity into their processes to challenge potentially exclusionary behaviours, such as recruitment through networks, and provide mentorship and sponsorship opportunities to individuals from underrepresented groups. At a micro level, individuals can become mentors themselves to lay the groundwork for a diverse network. Meanwhile, organizational members from better represented groups can become allies, supporting, mentoring, or sponsoring colleagues from underrepresented groups. Individuals are also encouraged to share stories of success, which can help combat the perception that some organizations or sectors are impossible to enter for leaders from underrepresented communities.

Appendix A:

Organizations Analyzed in Quantitative Study

Toronto

MUNICIPAL ABCS

- > Brampton
- > Markham
- > Mississauga
- > Region of Peel
- > Region of York
- > Richmond Hill
- > Toronto

PROVINCIAL ABCS

- > Brampton Distribution Holdco Inc.
- > Cancer Care Ontario
- > General Real Estate Portfolio
- > Hydro One Ltd.
- > Legal Aid Ontario
- > Liquor Control Board of Ontario
- > Local Health Integration Network–Central
- > Local Health Integration Network–Central East
- > Local Health Integration Network–Central West
- > Local Health Integration Network–Champlain
- > Local Health Integration Network–Erie St. Clair

- > Local Health Integration Network–Hamilton Niagara Haldimand Brant
- > Local Health Integration Network–Mississauga Halton
- > Local Health Integration Network–North East
- > Local Health Integration Network–North Simcoe Muskoka
- > Local Health Integration Network–North West
- > Local Health Integration Network–South East
- > Local Health Integration Network–South West
- > Local Health Integration Network–Toronto Central
- > Local Health Integration Network–Waterloo Wellington
- > Metrolinx
- > Ontario Electricity Financial Corporation
- > Ontario Lottery and Gaming Corporation
- > Ontario Pension Board
- > Ontario Power Generation Inc.
- > Workplace Safety and Insurance Board

CORPORATE SECTOR

- > Aecon Group Inc.
- > Agnico Eagle Mines Ltd.
- > Aviva Canada Inc.
- > Barrick Gold Corp.
- > Bayer Inc.
- > Brookfield Asset Management Inc.
- > Canadian Imperial Bank of Commerce
- > Canadian Tire Corp. Ltd.
- > CCL Industries Inc.
- > CI Financial Corp.
- > Cisco Systems Canada Co.
- > Colliers International Group Inc.
- > Constellation Software Inc.
- > Cott Corp.
- > Deloitte LLP
- > E-L Financial Corp. Ltd.
- > Fairfax Financial Holdings Ltd.
- > Ford Motor Co. of Canada Ltd.
- > General Motors of Canada Ltd.
- > George Weston Ltd.
- > Hewlett-Packard (Canada) Co.
- > Home Depot of Canada Inc.
- > Hudson's Bay Co.
- > Hydro One Ltd.
- > IBM Canada Ltd.
- > Intact Financial Corp.
- > Just Energy Group Inc.
- > Kinross Gold Corp.
- > Lafarge Canada Inc.
- > Leon's Furniture Ltd.
- > Liquor Control Board of Ontario
- > Lundin Mining Corp.
- > Magna International Inc.
- > Manulife Financial Corp.
- > Maple Leaf Foods Inc.
- > Martinrea International Inc.
- > Mattamy Homes Ltd.
- > Mercedes-Benz Canada Inc.
- > Microsoft Canada Inc.
- > Molson Coors Canada
- > Nestlé Canada Inc.
- > Onex Corp.
- > Ontario Power Generation Inc.
- > Pacific Exploration & Production Corp.
- > Parmalat Canada Inc.
- > PepsiCo (Canada)
- > Procter & Gamble Inc.
- > Progressive Waste Solutions Ltd.
- > Restaurant Brands International Inc.
- > Rogers Communications Inc.
- > Royal Bank of Canada
- > RSA Canada Group
- > Russel Metals Inc.

- > Sears Canada Inc.
- > ShawCor Ltd.
- > Siemens Canada Ltd.
- > Softchoice Corp.
- > Staples Canada Inc.
- > Sun Life Financial Inc.
- > Toronto Hydro Corp.
- > Toronto-Dominion Bank
- > Vale Canada Ltd.
- > Walmart Canada Corp.
- > Winners Merchants International LP
- > Workplace Safety and Insurance Board
- > Yamana Gold Inc.

VOLUNTARY SECTOR

- > Art Gallery of Ontario
- > CanadaHelps CanaDon
- > Canadian Cancer Society
- > Cancer Care Ontario
- > Central Community Care Access Centre
- > Central East Community Care Access Centre
- > Central West Community Care Access
- > Children's Aid Society of Toronto
- > Community Living Toronto
- > March of Dimes Canada
- > Mastercard Foundation
- > Mississauga Halton Community Care Access Centre

- > Plan International Canada Inc.
- > Sunnybrook Research Institute
- > The Canadian National Institute for the Blind
- > The Catholic Children's Aid Society of Toronto
- > The Nature Conservancy of Canada
- > Toronto Central Community Care Access Centre
- > United Way of Greater Toronto
- > Vha Home Healthcare
- > World Vision Canada

HOSPITAL SECTOR

- > Bellwood Health Services
- > Brampton Civic Hospital
- > Brampton Memorial Hospital Campus
- > Clarke Institute of Psychiatry
- > Credit Valley Hospital
- > Etobicoke General Hospital
- > Hospital for Sick Children
- > Humber River Regional Hospital
- > Joseph Brant Memorial Hospital
- > Lakeridge Health Oshawa
- > Mackenzie Richmond Hill Hospital
- > Mackenzie Vaughan Hospital (future)
- > Markham Stouffville Hospital
- > Milton District Hospital
- > Mississauga Hospital

- > North York General Hospital
- > North York General Hospital–Branson
- > Oakville Trafalgar Memorial Hospital
- > Queensway Health Centre
- > Rouge Valley Ajax and Pickering Hospital
- > Rouge Valley Centenary Hospital (Rouge Valley Health System)
- > Scarborough Hospital
- > Scarborough Hospital–Grace
- > Shouldice Hernia Centre
- > Sinai Health System
- > Southlake Regional Health Centre
- > St. John’s Rehab Hospital
- > St. Joseph’s Health Centre
- > St. Michael’s Hospital
- > Sunnybrook Health Sciences Centre
- > Toronto East General Hospital
- > Toronto Grace Health Centre
- > University Health Network
- > Uxbridge Cottage Hospital
- > Women’s College Hospital

EDUCATION SECTOR (UNIVERSITY & COLLEGE LEADERS)

- > Centennial College
- > Durham College
- > George Brown College
- > Humber College

- > Ontario College of Art & Design University
- > Ryerson University
- > Seneca College
- > Sheridan College
- > University of Toronto
- > University of Ontario Institute of Technology
- > York University

EDUCATION SECTOR (SCHOOL BOARD DIRECTORS)

- > Peel Catholic District School Board
- > Peel Public District School Board
- > Toronto Catholic District School Board
- > Toronto District School Board
- > York Catholic District School Board
- > York Region District School Board

Montréal

MUNICIPAL ABCS

- > Bureau de l’inspecteur général
- > Bureau du vérificateur général
- > Comité Jacques-Viger
- > Commission de la fonction publique
- > Commission des services électriques
- > Conseil des arts
- > Conseil des Montréalaises
- > Conseil du patrimoine
- > Conseil interculturel
- > Conseil jeunesse
- > office de consultation publique

- > Ombudsman
- > Société de transport de Montréal
- > Société du 375e

PROVINCIAL ABCS

- > Agence du revenu du Québec
- > Agence métropolitaine de transport
- > Autorité des marchés financiers
- > Bibliothèque et Archives nationales du Québec
- > Centre de services partagés du Québec (CSPQ)
- > Commission des services juridiques
- > Conseil des arts et des lettres du Québec (CALQ)
- > Corporation d'urgences-santé
- > Fonds d'assurance automobile du Québec
- > Fonds d'assurance parentale
- > Fonds de recherche du Québec-Santé
- > Héma-Québec
- > Hydro-Québec
- > Investissement Québec
- > La Financière agricole du Québec
- > La Financière agricole du Québec-Fonds d'assurance stabilisation des revenus agricoles et d'assurance récolte
- > Loto-Québec
- > Régie de l'assurance maladie du Québec (RAMQ)
- > Société d'habitation du Québec (SHQ)

- > Société de développement des entreprises culturelles
- > Société de financement des infrastructures locales du Québec
- > Société de l'assurance automobile du Québec (SAAQ)
- > Société des établissements de plein air du Québec (SEPAQ)
- > Société des traversiers du Québec
- > Société du Plan Nord
- > Société québécoise des infrastructures (SQI)

CORPORATE SECTOR

- > Agropur coopérative
- > Aimia Inc.
- > Alimentation Couche-Tard Inc.
- > Bank of Montreal
- > BMTC Group Inc.
- > Bombardier Inc.
- > Business Development Bank of Canada
- > Canadian National Railway Co.
- > CGI Group Inc.
- > Cogeco Inc.
- > CST Canada Co.
- > Dollarama Inc.
- > Fonds de solidarité des travailleurs du Qué.
- > Garda World Security Corp.
- > Gaz Métro inc.
- > Gildan Activewear Inc.

- > Groupe Deschênes Inc.
- > Groupe Park Avenue Inc.
- > Hydro-Québec
- > Iron Ore Co. of Canada
- > Jean Coutu Group (PJC) Inc.
- > L'Oréal Canada Inc.
- > La Coop fédérée
- > Laurentian Bank of Canada
- > Lloyd's Underwriters (Canada)
- > Loto-Québec
- > Metro Inc.
- > National Bank of Canada
- > Optimum Group Inc.
- > Power Corp. of Canada
- > Quebecor Inc.
- > Reitmans (Canada) Ltd.
- > Resolute Forest Products Inc.
- > Rio Tinto Alcan Inc.
- > Rogers Sugar Inc.
- > SNC-Lavalin Group Inc.
- > Société de Transport de Montréal
- > Société des alcools du Québec
- > Tembec Inc.
- > Transat A.T. Inc.
- > Transcontinental Inc.
- > UAP Inc.
- > Valeant Pharmaceuticals Int'l Inc.
- > Valero Energy Inc.
- > WSP Global Inc.

VOLUNTARY SECTOR

- > Agence Universitaire De La Francophonie
- > Brain Canada Foundation/Fondation Brain Canada
- > Canadian Centre For Architecture/ Centre Canadien D'Architecture
- > Centraide Du Grand Montréal Centraide of Greater Montreal
- > Centre Communautaire Juridique De Montréal
- > Fondation Chu Sainte-Justine/Sainte-Justine Uhc Foundation
- > Fondation Lucie Et André Chagnon Lucie And André Chagnon Foundation
- > Institut De Recherches Cliniques De Montréal
- > La Fondation Du Grand Montréal/The Foundation of Greater Montreal
- > La Fondation Marcelle Et Jean Coutu
- > Musée Des Beaux-Arts De Montréal/ Montreal Museum of Fine Arts
- > Oxfam-Quebec
- > Pathy Family Foundation/Fondation De La Famille Pathy
- > Société De La Place Des Arts De Montréal
- > Société D'Habitation Et De Développement De Montréal
- > The Azrieli Foundation/La Fondation Azrieli
- > The J W Mcconnell Family Foundation - La Fondation De La Famille J W Mcconnell

- > The Molson Foundation/Fondation Molson
- > The Sir Mortimer B. Davis Jewish General Hospital Foundation/Fondation De L'Hôpital General Juif Sir Mortimer B. Davis
- > The Trottier Family Foundation/La Fondation Familiale Trottier
- > World Federation of Hemophilia/Federation Mondiale De L'Hemophilie

HOSPITAL SECTOR

- > Centre hospitalier Angrignon
- > Centre hospitalier de Fleury
- > Centre hospitalier de Lachine
- > Centre hospitalier de LaSalle
- > Centre hospitalier de Mont-Sinaï
- > Centre hospitalier de St-Mary
- > Centre hospitalier de Verdun
- > Centre hospitalier juif de l'Espérance
- > Centre hospitalier Richardson
- > Centre hospitalier de l'Université de Montréal
- > Centre hospitalier universitaire Sainte-Justine (affiliated to the Université de Montréal but independent from the Centre hospitalier de l'Université de Montréal)
- > Centre hospitalier Ville Émard
- > Hôpital du Sacré-Cœur de Montréal
- > Hôpital Jean-Talon
- > Institut universitaire en santé mentale de

Montréal (previously known as Hôpital Louis-H. Lafontaine)

- > Hôpital Maisonneuve-Rosemont
- > Hôpital Rivière-des-Prairies
- > Hôpital Santa Cabrini
- > Jewish General Hospital
- > Lakeshore General Hospital
- > McGill University Health Centre (MUHC)
- > Montreal Heart Institute
- > Shriners Hospital for Children-Canada
- > St. Mary's Hospital
- > Cité de la Santé de Laval

EDUCATION SECTOR (UNIVERSITY AND COLLEGE LEADERS)

- > Cégep André-Laurendeau
- > Cégep du Vieux Montreal
- > Cégep Marie-Victorin
- > Collège Ahuntsic
- > Collège de Bois-de-boulogne
- > Collège de Maisonneuve
- > Collège Édouard-Montpetit
- > Collège Gérald-Godin
- > Concordia University
- > Dawson College
- > HEC Montreal
- > John Abbott College
- > McGill University
- > Montmorency College

- > Rosemont College
- > St-Laurent College
- > Université de Montreal
- > Vanier College

EDUCATION SECTOR (SCHOOL BOARD DIRECTORS)

- > English Montreal
- > Laval
- > Marie-Victorin
- > Riverside
- > Sir Wilfrid Laurier

Calgary

MUNICIPAL ABCS

- > 17th Avenue Retail & Entertainment District Business Improvement Area
- > 2026 Olympic and Paralympic Winter Games Assessment Committee
- > 4th Street South West Business Improvement Area
- > Advisory Committee on Accessibility
- > Alberta Urban Municipalities Association
- > Assessment Review Boards
- > Attainable Homes Calgary Corporation
- > Audit Committee
- > Biodiversity Advisory Committee
- > Bow River Basin Council
- > Calgary Aboriginal Urban Affairs Committee
- > Calgary Airport Authority
- > Calgary Arts Development Authority
- > Calgary Convention Centre Authority
- > Calgary Downtown Association Business Improvement Area
- > Calgary Economic Development Board of Directors
- > Calgary General Hospital Legacy Fund Review Committee
- > Calgary Heritage Authority
- > Calgary Homeless Foundation
- > Calgary Housing Company
- > Calgary International Airport Development Appeal Body
- > Calgary Metropolitan Region Board
- > Calgary Municipal Land Corporation
- > Calgary Parking Authority
- > Calgary Planning Commission
- > Calgary Police Commission
- > Calgary Public Library Board
- > Calgary Stampede Board
- > Calgary Technologies Inc.
- > Calgary Transit Access Eligibility Appeal Board
- > Calgary Transit Public Safety Citizen Oversight Committee
- > Chinatown District Business Improvement Area
- > Combative Sports Commission
- > Community Representation Framework Task Force

- > Co-ordinating Committee of the Councillors' office
- > Corporate Pension Governance Committee
- > East Paskapoo Slopes Joint Advisory Committee
- > Economic Development Investment Fund
- > Emergency Management Committee
- > Event Centre Assessment Committee
- > Family and Community Support Services Association of Alberta
- > Federation of Canadian Municipalities
- > Gas, Power and Telecommunications Committee
- > HIPville Business Improvement Area
- > Inglewood Business Improvement Area
- > Intergovernmental Affairs Committee
- > Inter-Municipal Committee–Foothills
- > Inter-Municipal Committee–Rocky View
- > International Avenue Business Revitalization Zone
- > Kensington Business Revitalization Zone
- > Licence and Community Standards Appeal Board
- > Lindsay Park Sports Society
- > Local Emergency Committee
- > Mainstreet Bowness Business Improvement Area
- > Mall Programming Fund Management Committee
- > Marda Loop Business Improvement Area
- > McMahon Stadium Society
- > Montgomery on the Bow Business Improvement Area
- > Nominations Committee
- > Parks Foundation Calgary
- > Pathways and Bikeways Project Steering Committee
- > Priorities and Finance Committee
- > Public Art Board
- > Saddledome Foundation
- > Silvera for Seniors
- > Social Wellbeing Advisory Committee
- > Standing Policy Committee on Community and Protective Services
- > Standing Policy Committee on Planning and Urban Development
- > Standing Policy Committee on Transportation and Transit
- > Standing Policy Committee on Utilities and Corporate Services
- > Subdivision and Development Appeal Board
- > The City of Calgary and The City of Chestermere Intermunicipal Committee
- > Tourism Calgary
- > Urban Design Review Panel
- > Victoria Park Business Improvement Area
- > WinSport

PROVINCIAL ABCS

- > Agriculture Financial Services Corporation
- > Alberta Capital Finance Authority
- > Alberta Electric System Operator
- > Alberta Energy Regulator
- > Alberta Enterprise Corporation Board
- > Alberta Gaming and Liquor Commission
- > Alberta Health Services
- > Alberta Innovates
- > Alberta Investment Management Corporation
- > Alberta Local Authorities Pension Plan Corp.
- > Alberta Pensions Services Corporation
- > Alberta Petroleum Marketing Commission
- > Alberta Recycling Management Authority
- > Alberta Securities Commission
- > Alberta Social Housing Corporation
- > Alberta Sport Connection
- > Alberta Utilities Commission
- > Association of Professional Engineers and Geoscientists of Alberta
- > ATB Financial
- > Balancing Pool
- > Banff Centre Board of Governors
- > Chartered Professional Accountants of Alberta
- > Climate Change and Emissions Management Corporation (operating as Emissions Reduction Alberta)
- > College and Association of Registered Nurses of Alberta–Council
- > College of Physicians and Surgeons of Alberta–Council
- > Energy Efficiency Alberta
- > Forest Resource Improvement Association of Alberta
- > Horse Racing Alberta
- > Law Society of Alberta
- > Local Authorities Pension Plan Board of Trustees
- > Management Employees Pension Board
- > Public Service Pension Board
- > Teachers’ Pension Plans Board of Trustees (operating as Alberta Teachers’ Retirement Fund Board)
- > Travel Alberta
- > Workers’ Compensation Board

CORPORATE SECTOR

- > Agrium Inc.
- > AltaGas Ltd.
- > AltaLink LP
- > Apache Canada Ltd.
- > Arc Resources Ltd.
- > Atco Ltd.
- > Baytex Energy Corp.
- > Boardwalk REIT

- > Bonavista Energy Corp.
- > Calfrac Well Services Ltd.
- > Calgary Co-operative Association Ltd.
- > Canadian Energy Services & Technology Corp.
- > Canadian Natural Resources Ltd.
- > Canadian Pacific Railway Ltd.
- > Canexus Corp.
- > Cenovus Energy Inc.
- > Cervus Equipment Corp.
- > ConocoPhillips Canada Resources Corp.
- > Corus Entertainment Inc.
- > Crescent Point Energy Corp.
- > Devon Canada Corp.
- > Enbridge Inc.
- > Encana Corp.
- > Enerflex Ltd.
- > Enerplus Corp.
- > ENMAX Corp.
- > Ensign Energy Services Inc.
- > Fluor Canada Ltd.
- > Gibson Energy Inc.
- > Harvest Operations Corp.
- > Husky Energy Inc.
- > Imperial Oil Ltd.
- > Inter Pipeline Ltd.
- > Jacobs Canada Inc.
- > Keyera Corp.
- > MEG Energy Corp.
- > MNP LLP
- > Murphy Oil Co. Ltd.
- > Northern Blizzard Resources Inc.
- > Nova Chemicals Corp.
- > Oando Energy Resources Inc.
- > Parex Resources Inc.
- > Pembina Pipeline Corp.
- > Pengrowth Energy Corp.
- > Penn West Petroleum Ltd.
- > Peyto Exploration & Development Corp.
- > Precision Drilling Corp.
- > Repsol Oil & Gas Canada Inc.
- > Rocky Mountain Dealerships Inc.
- > Secure Energy Services Inc.
- > Seven Generations Energy Ltd.
- > Shaw Communications Inc.
- > Smart Technologies Inc.
- > Stuart Olson Inc.
- > Suncor Energy Inc.
- > Superior Plus Corp.
- > Sysco Canada Inc.
- > Tourmaline Oil Corp.
- > TransAlta Corp.
- > TransCanada Corp.
- > Trican Well Service Ltd.

- > Trinidad Drilling Ltd.
- > United Farmers of Alberta Co-operative Ltd.
- > Vermilion Energy Inc.
- > WestJet Airlines Ltd.
- > Whitecap Resources Inc.

VOLUNTARY SECTOR

- > Boys' & Girls' Clubs of Calgary
- > Calgary Drop-In & Rehab Centre Society
- > Calgary Health Trust
- > Calgary Homeless Foundation
- > Calgary Inter-Faith Food Bank Society
- > Calgary Progressive Lifestyles Foundation
- > Calgary Science Centre Society
- > Calgary Scope Society
- > Calgary Zoological Society
- > Habitat for Humanity Southern Alberta Society
- > Heritage Park Society
- > Hull Services
- > Providence Child Development Society
- > Pure North S'energy Foundation
- > Shock Trauma Air Rescue Service Foundation
- > Shock Trauma Air Rescue Society
- > Supported Lifestyles Ltd
- > The Calgary Foundation

- > The Taylor Family Foundation
- > United Way of Calgary And Area
- > Wood's Homes

HOSPITAL SECTOR

- > Alberta Children's Hospital (ACH)
- > Cochrane Community Health Centre
- > East Calgary Health Centre (ECHC)
- > Foothills Medical Centre (FMC)
- > High River General Hospital
- > Peter Lougheed Centre (PLC)
- > Richmond Road Diagnostic & Treatment Centre (RRDTC)
- > Rockyview General Hospital (RGH)
- > Sheldon M. Chumir Health Centre (SMCHC)
- > South Calgary Health Centre (SCHC)
- > South Health Campus (SHC)
- > Tom Baker Cancer Centre (TBCC)

EDUCATION SECTOR (UNIVERSITY & COLLEGE LEADERS)

- > Bow Valley College
- > Mount Royal University
- > Southern Alberta Institute of Technology
- > University of Calgary
- > University of Lethbridge

EDUCATION SECTOR (SCHOOL BOARD DIRECTORS)

- > Calgary Board of Education
- > Calgary RCSSD No. 1
- > Canadian Rockies Regional Division No. 12
- > Christ the Redeemer CS Regional Division No. 3
- > Foothills School Division No. 38
- > Golden Hills School Division No. 75
- > Prairie Land Regional Division No. 25
- > Rocky View School Division No.41
- > Southern Francophone Education Region No.4

Vancouver

MUNICIPAL ABCS

- > Active Transportation Policy Council
- > Board of Variance and Parking Variance Board
- > Building Board of Appeal
- > Chinatown Historic Area Planning Committee
- > Civic Asset Naming Committee
- > Civic Asset Naming Committee
- > Cultural Communities Advisory Committee
- > Development Permit Board Advisory Panel
- > Election Task Force

- > False Creek South Planning Advisory Group
- > First Shaughnessy Advisory Design Panel
- > Gastown Historic Area Planning Committee
- > Grandview–Woodland Neighbourhood Transportation Advisory Group
- > LGBTQ2+ Advisory Committee
- > LGBTQ2+ Advisory Committee
- > Northeast False Creek Joint Working Group
- > Northeast False Creek Park Design Advisory Group (PDAG)
- > Northeast False Creek Stewardship Group
- > Pacific National Exhibition Board of Directors
- > Pacific National Exhibition Community Advisory Group
- > Park Naming Committee
- > Persons with Disabilities Advisory Committee
- > Public Art Committee
- > Renters Advisory Committee
- > Seniors Advisory Committee
- > Trans, Gender Diverse and Two-Spirit Inclusion Advisory Committee
- > Urban Design Panel
- > Urban Indigenous Peoples' Advisory Committee
- > Vancouver City Planning Commission

- > Vancouver Civic Theatres Board
- > Vancouver Civic Theatres Board
- > Vancouver Economic Commission Board of Directors
- > Vancouver Food Policy Council
- > Vancouver Heritage Commission
- > Vancouver Heritage Foundation Board of Directors
- > Vancouver Public Library Board of Trustees
- > Vancouver Sport Network
- > VFRS Advisory Committee
- > Women's Advisory Committee
- > YVR Environmental Advisory Committee
- > YVR Noise Management Committee
- > Columbia Basin Trust joint ventures
- > Columbia Power Corporation
- > Community Living British Columbia
- > Destination BC Corp
- > Forest Enhancement Society of BC
- > Forestry Innovation Investment Ltd.
- > Great Northern Way Campus Trust
- > Industry Training Authority
- > Insurance Corporation of British Columbia
- > Legal Services Society
- > Oil and Gas Commission
- > Provincial Rental Housing Corporation
- > Real Estate Errors and Omissions Insurance Corporation

PROVINCIAL ABCS

- > BC Pavillion Corporation
- > BC Transportation Financing Authority
- > British Columbia Assessment Authority
- > British Columbia Housing Management Commissions
- > British Columbia Hydro and Power Authority
- > British Columbia Liquor Distribution Branch
- > British Columbia Lottery Corporation
- > British Columbia Railway Company
- > British Columbia Securities Commission
- > British Columbia Transit
- > Columbia Basin Trust
- > The Royal British Columbia Museum Corporation
- > Transportation Investment Corporation

CORPORATE SECTOR

- > B2Gold Corp.
- > Best Buy Canada Ltd.
- > Canfor Corp.
- > CanWel Building Materials Group Ltd.
- > Capstone Mining Corp.
- > Catalyst Paper Corp.
- > CHC Group Ltd.
- > Coast Capital Savings Credit Union
- > Eldorado Gold Corp.
- > Endeavour Mining Corp.

- > Finning International Inc.
- > First Quantum Minerals Ltd.
- > Futura Corp.
- > Goldcorp Inc.
- > Hardwoods Distribution Inc.
- > HSBC Bank Canada
- > Insurance Corp. of British Columbia
- > Interfor Corp.
- > Jim Pattison Group Inc.
- > KGHM International Ltd.
- > MacDonald
- > Marubeni Canada Ltd.
- > Mercer International Inc.
- > Methanex Corp.
- > MFC Bancorp Ltd.
- > Nevsun Resources Ltd.
- > New Gold Inc.
- > Oppenheimer Group
- > Pan American Silver Corp.
- > Premium Brands Holdings Corp.
- > Ritchie Bros. Auctioneers Inc.
- > Sierra Wireless Inc.
- > Silver Wheaton Corp.
- > South Coast B.C. Transport. Authority
- > Taiga Building Products Ltd.
- > Teck Resources Ltd.
- > Telus Corp.
- > Turquoise Hill Resources Ltd.

- > Univar Canada Ltd.
- > Vancouver Airport Authority
- > Vancouver City Savings Credit Union
- > West Fraser Timber Co. Ltd.
- > Westcoast Energy Inc.
- > Western Forest Products Inc.

VOLUNTARY SECTOR

- > Aqueduct Foundation
- > Audain Foundation
- > Baptist Housing Enhanced Living Communities
- > BC Cancer Foundation
- > British Columbia Cancer Agency Branch
- > British Columbia Centre For Disease Control and Prevention Society Branch
- > British Columbia Society for The Prevention of Cruelty to Animals
- > British Columbia Transplant Society Branch
- > Chimp: Charitable Impact Foundation (Canada)
- > Coast Foundation Society (1974)
- > Forensic Psychiatric Services Commission
- > Greater Vancouver Community Services Society
- > Legal Services Society
- > Ocean Wise Conservation Association
- > Private Giving Foundation
- > St. Paul's Foundation of Vancouver

- > Triumf
- > United Way of The Lower Mainland
- > Vancouver Aboriginal Child and Family Services Society
- > Vancouver Foundation
- > Vancouver Public Library Board

HOSPITAL SECTOR

- > Amherst Hospital & Nursing Home
- > BC Women's Hospital & Health Centre
- > BC Cancer Agency
- > Belvedere Care Centre
- > Braddan Private Hospital
- > British Columbia's Children's Hospital & Sunny Hill Health Centre for Children
- > Burnaby Hospital
- > Cambie Surgery Centre
- > Delta Hospital
- > Fellburn Hospital
- > G. F. Strong Centre
- > George Pearson Centre
- > Holy Family Hospital
- > Kensington Private Hospital
- > Lakeview Care Centre
- > Langley Memorial Hospital
- > Lions Gate Hospital
- > Louis Brier Hospital
- > Marion Hospice
- > Mary Pack Arthritis Centre
- > Mount Saint Joseph Hospital

- > Normandy Hospital
- > Peace Arch Hospital
- > Queen's Park Hospital
- > Richmond Hospital (RGH)
- > Ridge Meadows Hospital & Health Care Centre
- > Riverview Hospital
- > Royal Columbian Hospital
- > Shriners Hospitals for Children
- > St. Mary's Hospital
- > St. Michael's Centre Extended Care Hospital
- > St. Paul's Hospital
- > St. Vincent's Hospitals
- > Sunny Hill Health Centre for Children
- > Surrey Memorial Hospital
- > Vancouver Hospital and Health Sciences Centre

EDUCATION SECTOR (UNIVERSITY & COLLEGE LEADERS)

- > British Columbia Institute of Technology
- > Capilano University
- > Douglas College
- > Fairleigh Dickinson University
- > Justice Institute of British Columbia
- > Kwantlen Polytechnic University
- > Langara College
- > New York Institute of Technology
- > Simon Fraser University

- > Trinity Western University
- > University of British Columbia
- > Vancouver Community College

EDUCATION SECTOR (SCHOOL BOARD DIRECTORS)

- > SD36 (Surrey)
- > SD37 (Delta)
- > SD38 (Richmond)
- > SD39 (Vancouver)
- > SD40 (New Westminster)
- > SD41 (Burnaby)
- > SD43 (Coquitlam)
- > SD44 (North Vancouver)
- > SD45 (West Vancouver)
- > SD93 (Conseil scolaire francophone)

Halifax

MUNICIPAL ABCS

- > Accessibility Advisory Committee
- > Active Transportation Advisory Committee
- > Alderney Landing Project–Board of Directors
- > Board of Police Commissioners
- > Canadian Urban Transit Association
- > Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History Special Advisory Committee
- > Community Design Advisory Committee

- > Community Monitoring Committee
- > Design Review Committee
- > Discover Halifax–Board of Directors
- > Federation of Canadian Municipalities - Board of Directors
- > Grants Committee
- > Halifax Harbour Bridges–Board of Commissioners
- > Halifax International Airport Authority–Board of Directors
- > Halifax Partnership
- > Halifax Peninsula Planning Advisory Committee (formerly known as Districts 7 and 8 Planning Advisory Committee)
- > Halifax Port Authority–Board of Directors
- > Halifax Regional Library Board
- > Halifax Water Commission Board
- > Investment Policy Advisory Committee
- > Shubenacadie Canal Commission
- > Special Events Advisory Committee
- > Trade Centre Limited Committee
- > Union of Nova Scotia Municipalities–Board of Directors

PROVINCIAL ABCS

- > Art Gallery of Nova Scotia
- > Canada Nova Scotia offshore Petroleum Board
- > Nova Scotia Health Research Foundation

> Perennia Food and Agriculture Incorporated

> Tourism Nova Scotia

VOLUNTARY SECTOR

> Clean Nova Scotia Foundation

> Halifax & Region Military Family Resource Centre

> Homebridge Youth Society

> Neptune Theatre Foundation

> Phoenix Youth Programs

> Symphony Nova Scotia Society

> The Discovery Centre

> United Way of Halifax Region

HOSPITAL SECTOR

> IWK Health Centre

> Nova Scotia Health Authority

EDUCATION SECTOR (UNIVERSITY & COLLEGE LEADERS)

> Atlantic School of Theology

> Dalhousie University

> Mount Saint Vincent University

> Nova Scotia Community College

> NSCAD University

> St. Mary's University

> University of King's College University

Hamilton

MUNICIPAL ABCS

> Advisory Committee for Immigrants and Refugees

> Agriculture and Rural Affairs Advisory Committee

> Art Gallery of Hamilton Board of Directors

> Arts Advisory Commission

> Business Improvement Area (BIA) Advisory Committee

> CityHousing Hamilton Corporation

> D.A.R.T.S. Board of Directors

> Development Charges Stakeholders Sub-Committee

> Dundas Community Services

> General Issues Committee

> Government Relations Sub-Committee

> Hamilton Aboriginal Advisory Committee

> Hamilton Arts Council Board of Directors

> Hamilton Centre for Civic Inclusion Board of Directors

> Hamilton Chamber of Commerce Light Rail Transit Task Force

> Hamilton Conservation Authority Board of Directors

> Hamilton Cycling Committee

> Hamilton Enterprises Holding Corporation Board of Directors

> Hamilton Farmers' Market

- > Hamilton Future Fund Board of Governors
- > Hamilton Library Board of Directors
- > Hamilton Port Authority
- > Hamilton Status of Women Committee
- > Hamilton Utilities Corporation
- > Hamilton Veterans Committee
- > Hamilton Waterfront Trust Board of Trustees
- > Hamilton–Burlington SPCA Board of Directors
- > Heritage Green Community Trust Board of Trustees
- > Hess Village Pedestrian Mall Authority
- > Keep Hamilton Clean and Green Committee
- > Lesbian, Gay, Bisexual, Transgender and Queer Advisory Committee (LGBTQ)
- > Physician Recruitment and Retention Steering Committee
- > Rental Housing Sub-Committee
- > Royal Botanical Gardens Board of Directors
- > Waste Management Advisory Committee

VOLUNTARY SECTOR

- > AbleLiving Services Inc.
- > Banyan Community Services Inc.
- > Brain Injury Services of Hamilton
- > Canadian Centre for Occupational Health and Safety

- > Catholic Children’s Aid Society of Hamilton
- > Community Living Hamilton
- > Disabled and Aged Regional Transit System
- > Hamilton Community Foundation
- > Idlewyld Manor
- > Incite Foundation for the Arts
- > Lynwood Charlton Industries
- > Royal Botanical Gardens
- > St. Elizabeth Home Society (Hamilton, Ontario)
- > St. Joseph’s Home Care
- > The Art Gallery of Hamilton
- > United Way Halton & Hamilton

HOSPITAL SECTOR

- > Hamilton Health Sciences
- > St. Joseph’s Healthcare Hamilton
- > St. Peter’s Hospital (Hamilton)

EDUCATION SECTOR (UNIVERSITY & COLLEGE LEADERS)

- > McMaster
- > Mohawk College

EDUCATION SECTOR (SCHOOL BOARD DIRECTORS)

- > Hamilton–Wentworth Catholic District School Board
- > Hamilton–Wentworth District School Board

London

MUNICIPAL ABCS

- > Covent Garden Market
- > Eldon House
- > Kettle Creek Conservation Authority
- > London Convention Centre
- > London Police Service
- > London Public Library
- > London Transit Commission
- > Lower Thames Valley Conservation Authority
- > Middlesex–London Health Unit
- > Museum London
- > Tourism London
- > Upper Thames River Conservation Authority

VOLUNTARY SECTOR

- > Anago (NON) Residential Services, Inc.
- > Canadian Mental Health Association, Middlesex
- > Compassion Canada
- > Craigwood Youth Services
- > Goodwill Industries, Ontario Great Lakes
- > International Justice Mission Canada
- > London Public Library Board
- > Mission Services of London
- > United Way of London & Middlesex
- > Youth Opportunities Unlimited

HOSPITAL SECTOR

- > London Health Sciences Centre
- > Parkwood Hospital
- > St. Joseph's Health Care, London

EDUCATION SECTOR (UNIVERSITY & COLLEGE LEADERS)

- > Fanshawe College
- > Western University

EDUCATION SECTOR (SCHOOL BOARD DIRECTORS)

- > London District Catholic School Board
- > Thames Valley District School Board

Ottawa

MUNICIPAL ABCS

- > Ottawa Police Service
- > Ottawa Public Health
- > Ottawa Public Library
- > Paramedic Service

VOLUNTARY SECTOR

- > Aeric Inc.
- > Aga Khan Foundation
- > Canadian Blood Services
- > Canadian Council for the Arts
- > Carefor Health & Community Services
- > Children's Hospital of Eastern Ontario Foundation
- > Colleges and Institutes Canada
- > Eastern Ontario Regional Laboratory

Association

- > Heart and Stroke Foundation of Canada
- > International Development Research Centre
- > Medical Council of Canada
- > National Arts Centre Corporation
- > Ottawa–Carleton Association for Persons with Developmental Disabilities
- > Oxfam Canada
- > Pinecrest–Queensway Community Health Centre
- > Scouts Canada
- > The Canadian Red Cross Society
- > The Ottawa Hospital Foundation
- > Universities Canada
- > Victorian Order of Nurses for Canada–Ontario Branch
- > World University Service of Canada
- > Youth Services Bureau of Ottawa

HOSPITAL SECTOR

- > Children’s Hospital of Eastern Ontario (CHEO)
- > Montfort Hospital
- > The Ottawa Hospital
- > Children’s Hospital of Eastern Ontario (CHEO)
- > Montfort Hospital
- > Queensway Carleton Hospital
- > The Ottawa Hospital
- > University of Ottawa Heart Institute

EDUCATION SECTOR (UNIVERSITY & COLLEGE LEADERS)

- > Algonquin College
- > Carleton University
- > La Cité collégiale
- > University of Ottawa

EDUCATION SECTOR (SCHOOL BOARD DIRECTORS)

- > Ottawa–Carleton District School Board
- > Ottawa Catholic School Board

Appendix B:

Organizations Contacted for Qualitative Study

- > 2-Spirited People of the 1st Nations
- > Aboriginal Aquaculture Association
- > Aboriginal Chamber of Commerce
- > Aboriginal Financial Officers Association of Canada (AFOA)
- > Aboriginal Financial Officers of B.C.
- > Aboriginal Head Start Association of British Columbia
- > Aboriginal Labour Force Development Circle
- > Aboriginal Professional Association of Canada (APAC)
- > AIDS Coalition of Nova Scotia
- > Alberta First Nations Information Governance Centre
- > All Nations Trust Company (ANTCO)
- > Alliance for South Asian AIDS Prevention (ASAAP)
- > Anishnawbe Business Professional Association (ABPA)
- > Anishnawbe Health Toronto
- > AODA Alliance
- > ARCH Disability Law Centre
- > Autism Ontario
- > BC Assembly of First Nations
- > BC Association of Aboriginal Friendship Centres
- > BC Elders Communication Center Society
- > BC Aboriginal Child Care Society
- > Bill 7 Award Trust
- > Black Coalition for AIDS Prevention (Black CAP)
- > Buddies in Bad Times (Theatre Company)
- > Canada's LGBT+ Chamber of Commerce
- > Canadian Aboriginal AIDS Network
- > Canadian Aboriginal and Minority Supplier Council
- > Canadian Association for Professionals with Disabilities
- > Canadian Association of the Deaf (CAD)
- > Canadian Bar Association–Aboriginal Law Section
- > Canadian Business SenseAbility
- > Canadian Council for Aboriginal Business
- > Canadian Foundation for Physically Disabled Persons
- > Canadian Hard of Hearing Association
- > Canadian Hearing Society (CHS)
- > Canadian Indigenous Nurses Association
- > Canadian Mental Health Association

- > Canadian National Institute for the Blind
- > Caring for First Nations Children Society
- > Centre for Addiction and Mental Health, Rainbow Services
- > Centre for Independent Living Toronto
- > Centre for Sexuality (Calgary)
- > Chiefs of Ontario
- > Citizens with Disabilities–Ontario
- > Coalition des Familles LGBT
- > Coastal First Nations
- > Community Living Ontario
- > Confédération des Organismes de Personnes Handicapées du Québec (COPHAN)
- > Congress of Aboriginal Peoples
- > Cota
- > Council for the Advancement of Native Development Officers (CANDO)
- > Council of Canadians with Disabilities (CCD)
- > Council of Yukon First Nations
- > Covenant House Vancouver
- > Dene Nation
- > Disability Alliance BC
- > Disability Positive Consulting
- > DisAbled Women’s Network Canada (DAWN Canada)
- > Down Syndrome Association of Toronto
- > Egale Canada (Canada’s LGBT Human Rights Organization)
- > Engage
- > ExeQutive!
- > Family Service Toronto - David Kelley Services (DKS)
- > First Nations Education Steering Committee (FNESC)
- > First Nations Fisheries Council
- > First Nations Information Governance Centre (FNIGC)
- > First Nations of Quebec and Labrador Health and Social Services Commission
- > First Nations Public Service
- > First Nations Schools Association
- > First Nations Technology Council
- > First Peoples’ Heritage, Language and Culture Council (FPHLCC)
- > GALA Choruses
- > Gay and Lesbian Health Services
- > Gay Men’s Sexual Health Alliance (GMSH)
- > ImagineNATIVE Film & Media Arts Festival
- > Indian Residential School Survivors Society
- > Indigenous Bar Association
- > Indigenous Chamber of Commerce Saskatchewan
- > Indigenous Perspectives Society
- > Indigenous Physical Activity and Cultural Circle (IPACC)
- > Indigenous Physicians Association of Canada

- > Indigenous Story Studio
- > Indigenous Works (formerly, the Aboriginal Human Resource Council)
- > Interligne
- > Inuit Tapiriit Kanatami
- > Le Conseil Québécois LGBT
- > Learning Disabilities Association of Ontario
- > Lesbian and Gay Immigration Taskforce (LEGIT)
- > Lesbian and Gay Liberation in Canada (LGLC)
- > Lesbian Gay Bi Trans Youth Line
- > Lesbian Solidarity Center (CSL)
- > LGBT Pride Centre of Edmonton
- > Manitoba League of Persons with Disabilities (MLPD)
- > March of Dimes Canada
- > Meta Centre
- > Metis National Council
- > Mind Your Mind
- > Moeen Centre
- > Multi-Ethnic Association for the Integration of Disabled Persons (AMEIPH)
- > Multiple Sclerosis Society
- > Muscular Dystrophy Canada
- > National Aboriginal Forestry Association (NAFA)
- > National Association of Friendship Centres
- > National Centre for First Nations Governance
- > National Educational Association of Disabled Students
- > National Network for Mental Health (NNMH)
- > Native Courtworker and Counselling Association of British Columbia (NCCABC)
- > Native Women's Resources Centre
- > Native Youth Sexual Health Network
- > Nechi Training, Research and Health Promotion Institute
- > Neil Squire Society
- > New Relationship Trust
- > Nova Scotia Rainbow Action Project
- > ODSP Action Coalition
- > Ontario Disability Employment Network
- > Ontario Federation for Cerebral Palsy
- > Ontario Rainbow Alliance of the Deaf (ORAD)
- > OUT Saskatoon
- > Parents and Friends of Lesbians and Gays - PFLAG Canada
- > Pauktuutit
- > Peel HIV/AIDS Network
- > PEI Council of People with Disabilities
- > People First of Canada
- > Pink Triangle Press
- > Positive Spaces Initiative
- > Pride at Work

- > Pride Education Network
- > ProudPolitics
- > QMUNITY
- > Quebec Lesbian Network
- > Queer Asian Youth
- > Queer IT
- > Queer Ontario
- > Queer West Toronto
- > Rainbow Alliance for Youth of Edmonton
- > Rainbow Health Ontario
- > Rainbow Railroad
- > Rainbow Resource Centre
- > Re:searching for LGBTQ2S+ Health
- > Reconciliation Canada
- > Salaam, The Queer Muslim Community of Toronto
- > Saskatchewan Voice of People with Disabilities (SVOPD)
- > SenseAbility
- > Sherbourne Health
- > Singing Out: Toronto's LGBTQ+ Choir
- > Spinal Cord Injury Ontario
- > Supporting Our Youth
- > Surrounded by Cedar
- > Thalidomide Victims Association of Canada
- > The 519
- > The arQuives (formerly Canadian Lesbian and Gay Archives)
- > The Association of Canadian Disability Benefit Professionals (ACDBP)
- > The Community One Foundation
- > The Gilbert Centre for Social and Support Services
- > The LAMBDA Foundation
- > The LGBT Family Coalition
- > The Native Women's Association of Canada (NWAC)
- > The Ontario Gay and Lesbian Chamber of Commerce (OGLCC)
- > The Pride Centre of Edmonton
- > The Quebec Council of Gay and Lesbian, CQGL
- > The Return on Disability Group Inc.
- > The Shimmer Project
- > The War Amps
- > The Welcome Friend Association
- > The World Blind Union
- > The Youth Project (NS)
- > Toronto Bisexual Network
- > Triangle Program
- > Union of BC Indian Chiefs (UBCIC)
- > Union of New Brunswick Indians
- > Union of Nova Scotia Indians (UNSI)
- > Urban Native Youth Association

Appendix C:

Diversity Assessment Tool

Governance, Leadership & Strategy	Y/N	Evidence
Does the Board have an explicit policy on diversity?		
Does the board of directors include diverse people? What is the composition of the board?		
Does the organization have diverse senior leaders with profile internally and externally?		
Is diversity and membership in underrepresented groups considered when identifying new senior leaders and board members?		
Is gender equity and diversity considered in the skills matrix and for identifying new board members?		
Do interviews for board members assess knowledge of diversity and inclusion?		
Do leaders pro-actively communicate the importance of diversity inside and outside the organization?		
Do leaders reflect the composition of the workforce?		
Is there a diversity council or senior person responsible for the diversity portfolio?		
Has the link between gender equity, diversity, and organizational goals been developed and widely communicated in the organization?		
Are explicit diversity goals and policies in place in the strategic plan and communicated internally and externally?		
Is performance and compensation for leaders tied to meeting diversity targets?		
Recruitment, Selection, Training & Retention, Promotion & Termination	Y/N	Evidence
Recruitment		
Does the organization have a strategy to recruit, retain and train diverse individuals, including from underrepresented groups, as employees?		
Are reviews of vacant positions undertaken to ensure that the qualifications required fit the demands of the job?		
Are vacant positions posted for anyone to apply, and are they accessible for a diverse audience (e.g. people with disabilities)?		
Are postings reviewed to ensure that the language is inclusive for diverse groups?		
Does the organization consider alternative pathways to positions?		
Do recruiters specifically target and reach out to diverse candidates?		
Do all internship, co-op, and placement programs have diversity targets?		
Selection		
Are selection committees diverse?		
Are bias-free interviewing processes used to mitigate unconscious biases during the selection of candidates?		
Do individuals involved in the hiring processes receive specialized training on hiring and bias-free hiring?		

Do individuals involved in the hiring process receive specialized training on hiring and bias-free hiring?		
Training/ Retention		
Do managers receive specialized training on equity, diversity and inclusion?		
Is diversity addressed during the employees' onboarding/ orientation?		
Are formal mentoring/coaching programs (internal or external) provided?		
Are customized training programs available for high potential employees?		
Are high-potential employees from diverse groups given access to specialized training and professional development that would enhance their ability to succeed?		
Do all employees, contractors and related personnel, and board and committee members receive mandatory training on equity, diversity, and inclusion?		
Promotion		
Are promotional opportunities and processes communicated openly and clearly to employees throughout the organization?		
Are career planning systems in place to support employees?		
Does the organization plan for and create transition opportunities for diverse people?		
Is accountability for diversity and inclusion built into the organization's performance management system?		
Termination		
Is diversity tracked in employee separations (retirements, dismissals, voluntary exits, layoffs)?		
Are exit interviews conducted?		
Are exit interview results acted upon?		
Values & Culture	Y/N	Evidence
Policies		
Does the organization have a Diversity and Equity policy?		
Does the organization have a Harassment and Abuse prevention policy?		
Does the organization have a Workplace Safety policy?		
Does the organization have a Code of Conduct and Ethics policy?		
Does the organization have an Accessibility policy?		
Organizational Culture		
Is diversity and inclusion embedded in the organization's mission and core values, in the narratives and stories, and in the brand?		
Are diverse people positioned and profiled as role models?		
Is diversity part of the stories being told about the organization?		
Are values and norms related to diversity and inclusion clearly communicated and prominently displayed?		
Are underlying assumptions about employee behaviour inclusive and considerate of diversity?		
Does the organization actively engage women and diverse people as participants and spokespeople?		

Does the organization engage allies to achieve equity?		
Is diversity (e.g. ethnicity, religion, etc.) considered when planning social events and rituals (e.g. food, music, holidays celebrations and observances, games, etc.)?		
Are formal diversity networks supported?		
Organizational Flexibility and Support		
Are flexible working arrangements available?		
Are family-friendly policies in place including, for example, extended parental leave and family emergency days, elder care, support for parents travelling?		
Are provisions available for keeping employees current during/after parental leave?		
Are on-site childcare and emergency day care services available?		
Do employees have access to coaching and counselling to help manage workload and stress?		
Are innovative assistive and accommodating tools, technologies and processes in place?		
Measurement & Tracking Equity, Diversity & Inclusion		Evidence
Are there metrics on the participation of employees from underrepresented groups at each management level relative to the available labour force?		
Are there explicit diversity targets for participation and for employees from underrepresented groups in management?		
Are there regular employee engagement surveys with self-reported demographic data?		
Are equal pay audits conducted to ensure equal pay for work of equal value?		
Is performance benchmarked against others in the industry?		
Are these results tracked and reported with feedback loops for action?		
Is accountability for diversity targets and practices built into performance management systems?		
Are gender and diversity tracked among the people served (customers, clients, communities)?		
Are gender and diversity considered in the allocation of resources for programs?		
Diversity Across the Value Chain	Y/N	Evidence
Procurement		
Is diversity considered in procurement?		
Is the importance of diversity considered and communicated in procurement processes?		
Are partners in the procurement process evaluated on their diversity and inclusion practices and policies?		
Product Development		
Is gender equity and diversity considered in research and development?		
Is diversity considered in designing and developing products and programs?		
Does the organization consider the impact of its stated goals and projects on diverse people?		
Does the organization offer the same number and quality of program choices to people of diverse groups?		

Marketing		
Is material accessible, easy to use and, ideally, in multiple languages?		
Does the organization consider and communicate the importance of diversity in its marketing programs?		
Is the importance of diversity and inclusion communicated in marketing programs?		
Is the importance of diversity considered and communicated in media buys?		
Communication		
Is the importance of diversity communicated in all its publications (internal and external)?		
Is there a policy requiring inclusive language and images in all organizational communications and promotional material?		
Is there inclusive language and images in all communications and promotional material?		
Does the organization ensure that stereotypes about diverse groups have been eliminated in all media?		
Does the organization profile women and diverse people as role models and focus on their skills, achievements and contributions?		
Does the organization recognize the contributions, skills and expertise of women and diverse people in award and recognition programs?		
Customer Service		
Is diversity considered in designing and developing customer service programs and policies?		
Are customer service programs able to cater to diverse consumers (e.g. people with disabilities)?		
Are service representatives diverse?		
Are service representatives given diversity and inclusion training to efficiently deal with diverse clients?		
Outreach & Expanding the Pool	Y/N	Evidence
Has diversity and inclusion been considered in all processes for outreach, selection and assessment of potential clients and partners?		
Has the organization ever partnered with any organizations, corporations or government bodies to get more diverse people involved as participants?		
Is the importance of diversity considered in government relations?		
Does the organization provide outreach to schools and targeted audiences regarding opportunities and incentives in the industry?		
Does the organization participate with associations and professional organizations in programs to promote its commitment to diversity?		
Does the organization consider the importance of diverse representation in partnerships with educational institutions (i.e. research, executive education, training and development)?		
Does the organization consult with the community to develop programs and services that meet their needs, interests and experiences?		

Does the organization collaborate and encourage development of re-entry and transitional programs?		
Does the organization work with institutions to support programs to encourage individuals from underrepresented groups to enter the industry (i.e. hybrid programs and double majors)?		
Has the organization ever partnered with any organizations, corporations or government bodies to get more diverse people involved as participants?		
Does the organization ensure that all of its outreach activities in cooperation with educational institutions, government, and associations consider diverse representation?		
Does the organization collaborate, and support research and evaluation aimed at promoting effective diversity interventions?		
Is the importance of diversity considered and communicated in philanthropic activities?		
Do networking and outreach events consider diversity issues – eg. Religious restrictions, childcare, accessibility, holy days?		

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