

# Diverse Representation on Boards

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COMMITMENT

# Agenda

- > The Business Case
- > Why Measure?
- > Methodology
- > Findings
- > The Way Forward

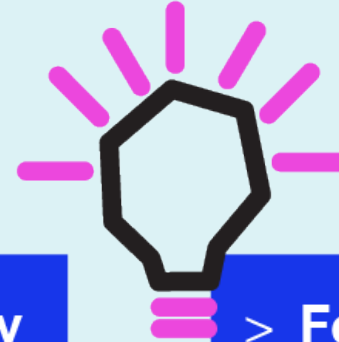
# THE BUSINESS CASE



> Broaden the talent pool and overcome skills gaps



> Respond to increasingly diverse markets, while gaining support from diverse investors



> Foster innovation, creativity and diverse thought



> Mitigate legal and reputational costs



> Increase employee satisfaction and reduce turnover

# WHY MEASURE?

- Increased transparency and scrutiny
- Benchmarking against others
- Development and implementation of diversity and inclusion strategy
- Tie to performance and rewards
- Communicate commitment to diversity
- Validate lived experience
- Evaluate results
- What gets measured, gets done



# Bill C-25

- Regulatory requirements
- Bill C-25 is an amendment to the Canadian Business Corporations Act (CBCA)
- Companies governed by CBCA initially mandated to annually disclose the gender diversity on their boards



Bill C-25 expanded in 2020 to include the disclosure of:

- Racialized persons
- Indigenous peoples
- Persons with disabilities






# METHODOLOGY

We examined 9,843 board members across five sectors and eight cities to track three underrepresented identities:

- Women
- Racialized
- Black









 **9,843** board members

**5** sectors

Corporate Voluntary Education Hospitals ABCs  
(Appointments to Agencies, Boards & Commissions)

**8** cities

 VANCOUVER  HAMILTON  
 CALGARY  TORONTO  
 LONDON  MONTRÉAL  
 OTTAWA  HALIFAX

**3** underrepresented identities

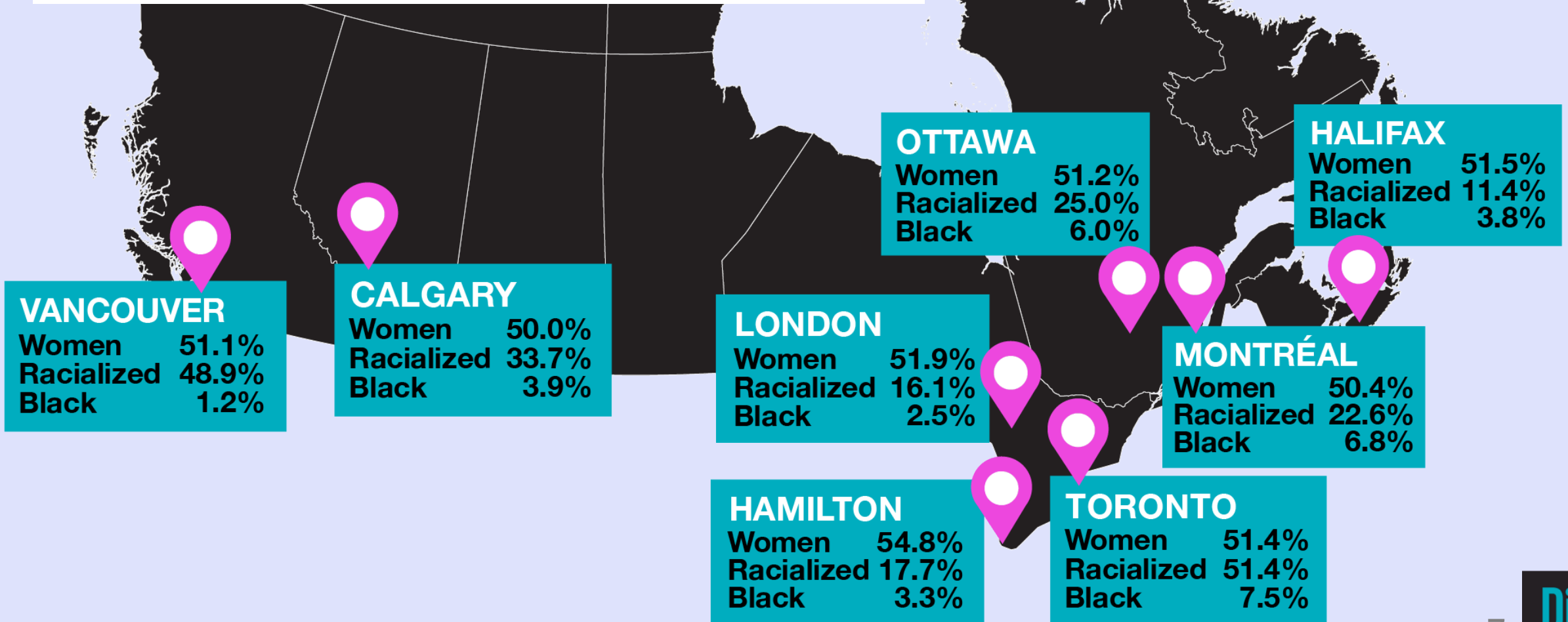
 Women  
 Racialized  
 Black

# Tracking representation of the Black community

- The Black community has a distinct history in Canada, including unique experiences and structural challenges
- Diversity Institute's Black Experience Project (BEP) in 2017
  - Majority of participants experienced racism, discrimination and microaggressions in the workplace
- Underrepresentation of Black individuals on boards and in government
- Underrepresentation and barriers warrant research, policy and action

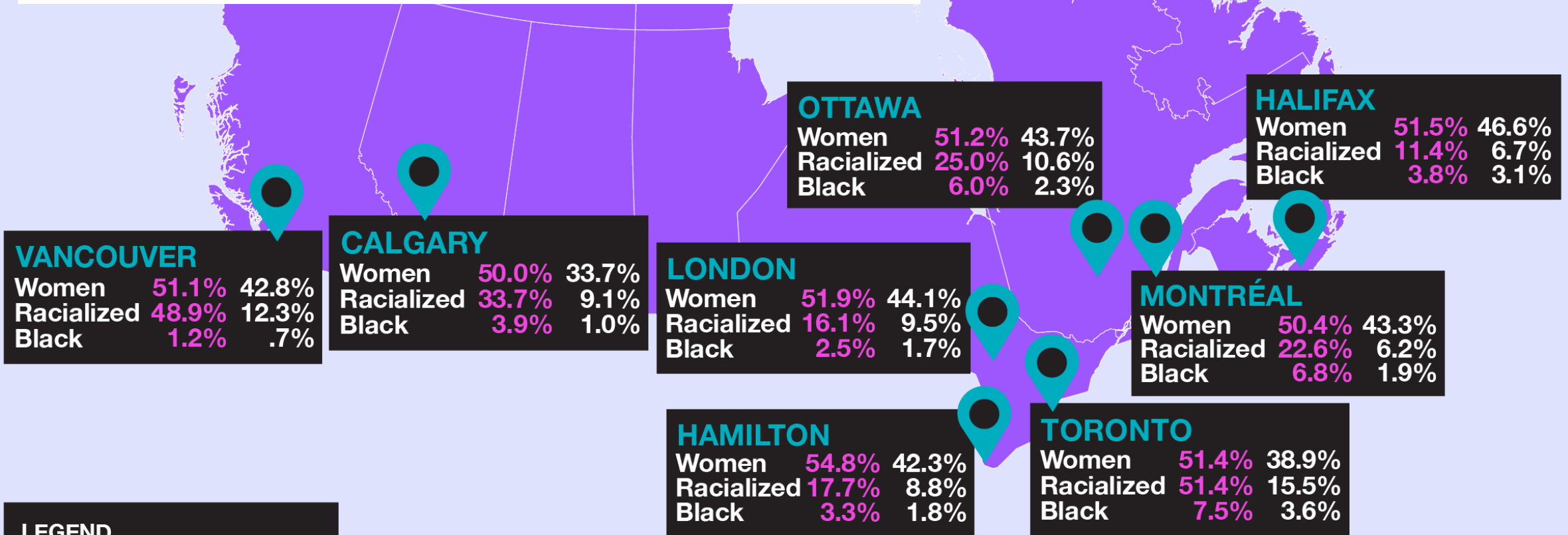


# Representation analyzed in eight Canadian cities





# Representation analyzed in eight Canadian cities



**LEGEND**  
% of Population      Representation on boards

# Interviews were conducted with 36 board members

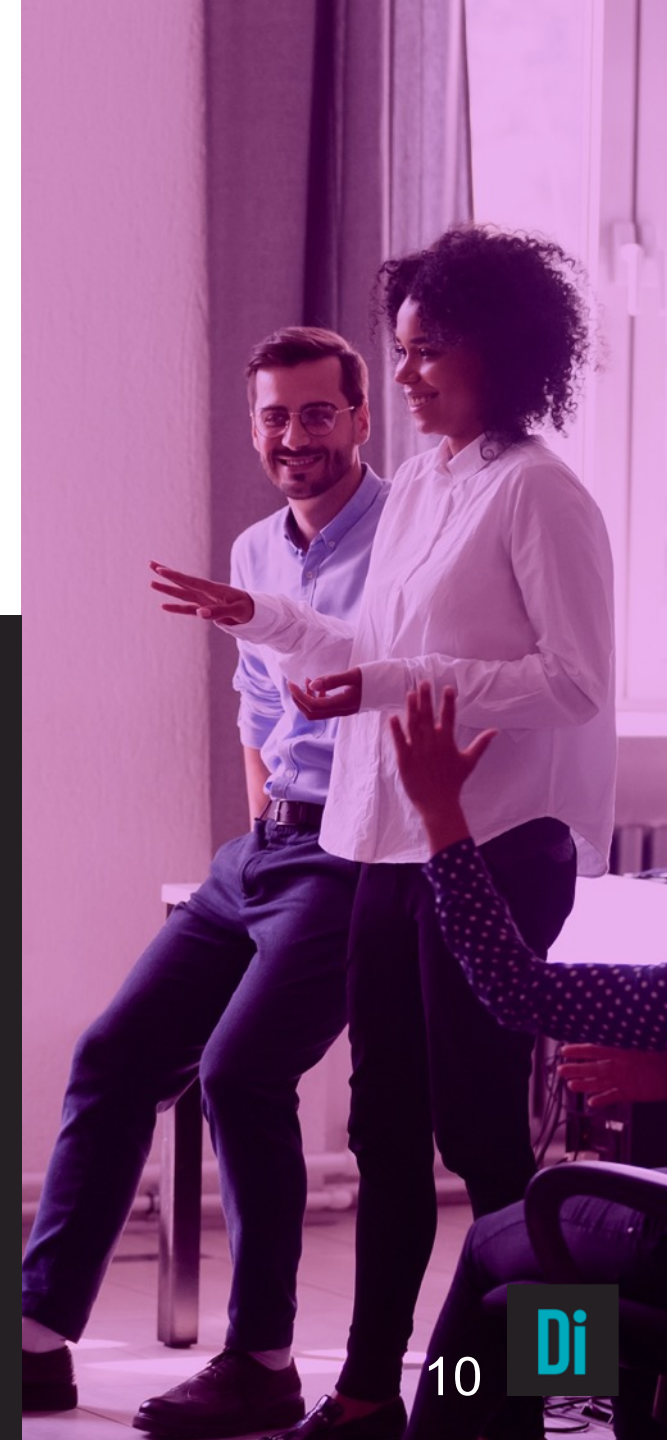
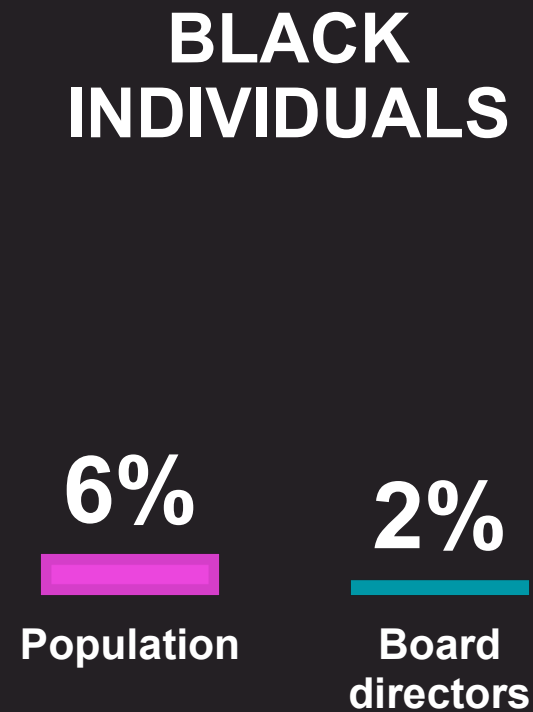
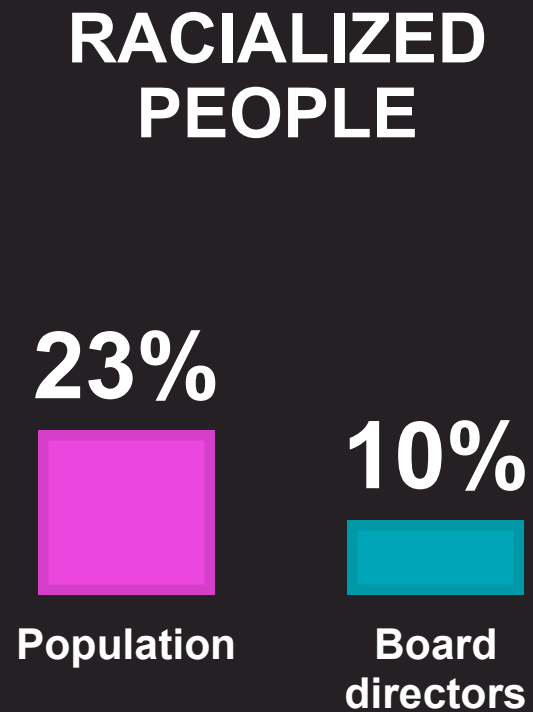
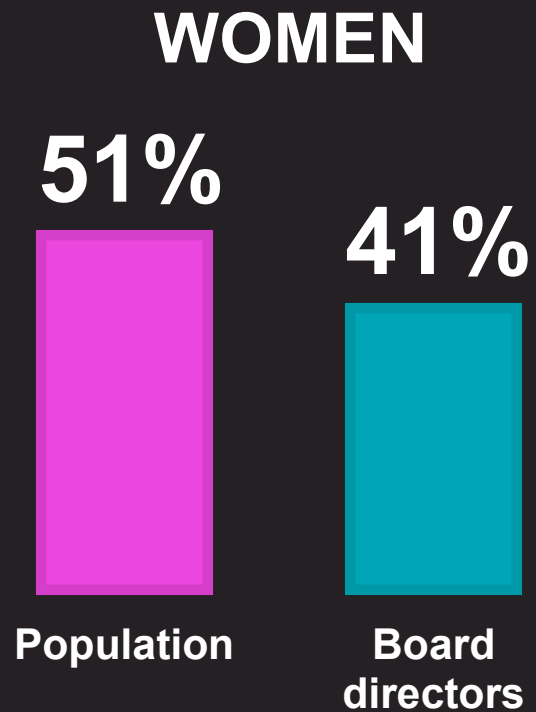
- Limitations of using publicly available data to study the representation of people with disabilities, Indigenous peoples (First Nations, Métis & Inuit) and people from the LGBTQ2S+ community
- Conducted interviews with board members across sectors and cities

We explored barriers to representation with **36 individuals** with a focus on:

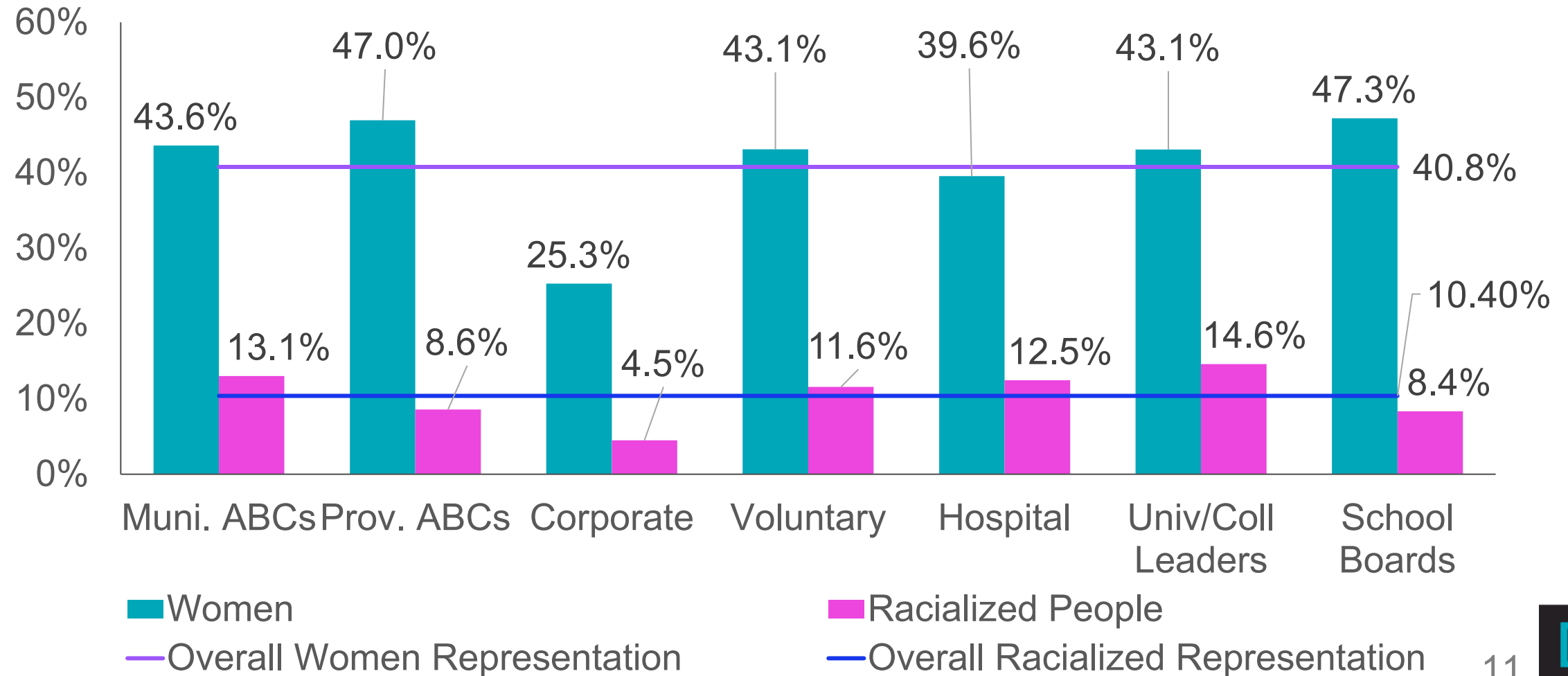
- Indigenous peoples
- LGBTQ2S+
- Persons with Disabilities

# FINDINGS

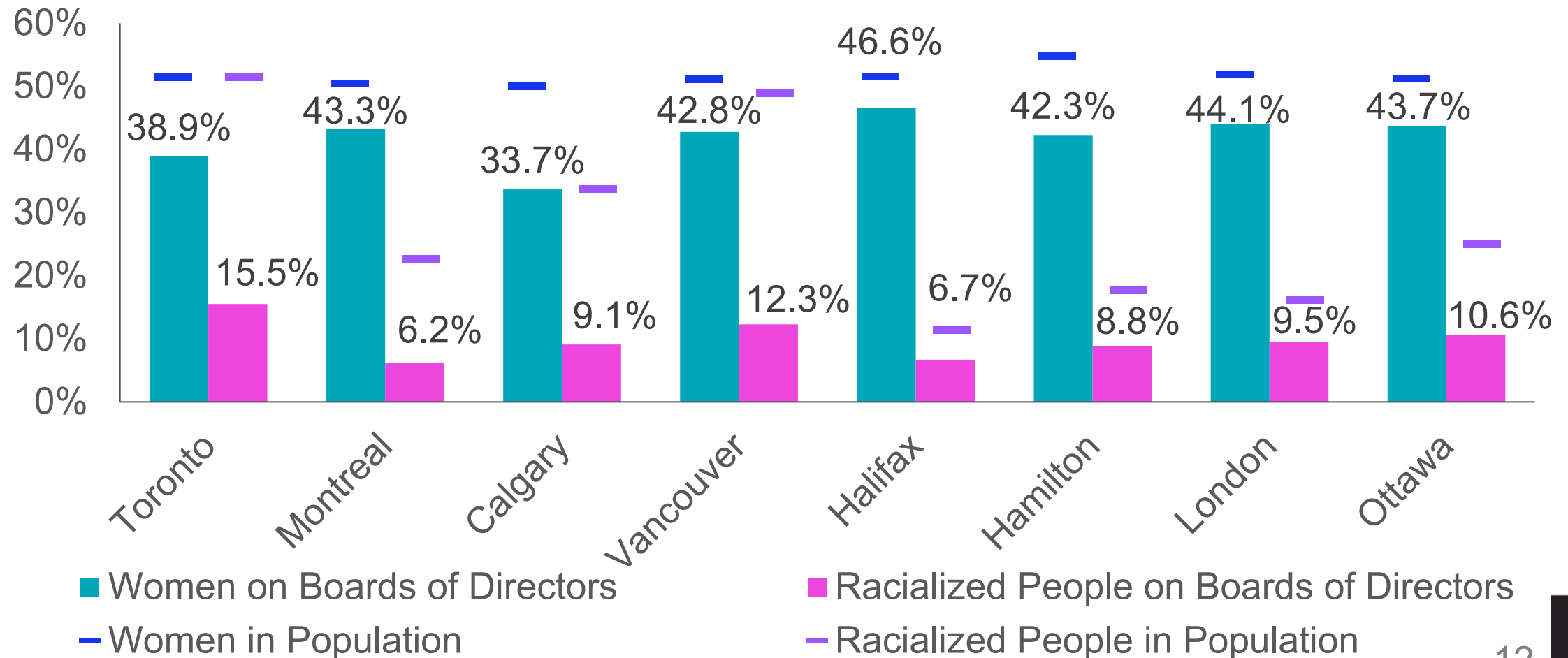
Women and racialized people are still under-represented on boards



# The representation of women and racialized people varies by sector



# The representation of women and racialized people varies by city



# Black individuals are under-represented, particularly in the Corporate Sector

City	Black Population	Black People on Boards of Directors	Black People on BoDs: Corporate Sector
Toronto	7.5%	3.6%	0.3%
Montreal	6.8%	1.9%	0.0%
Calgary	3.9%	1.0%	1.9%
Vancouver	1.2%	0.7%	0.3%
Halifax	3.8%	3.1%	-
Hamilton	3.3%	1.8%	-
London	2.5%	1.7%	-
Ottawa	6.0%	2.3%	-

Representation of Black people ranges from 1% on Voluntary and School Boards to 2.9% on Municipal ABCs.



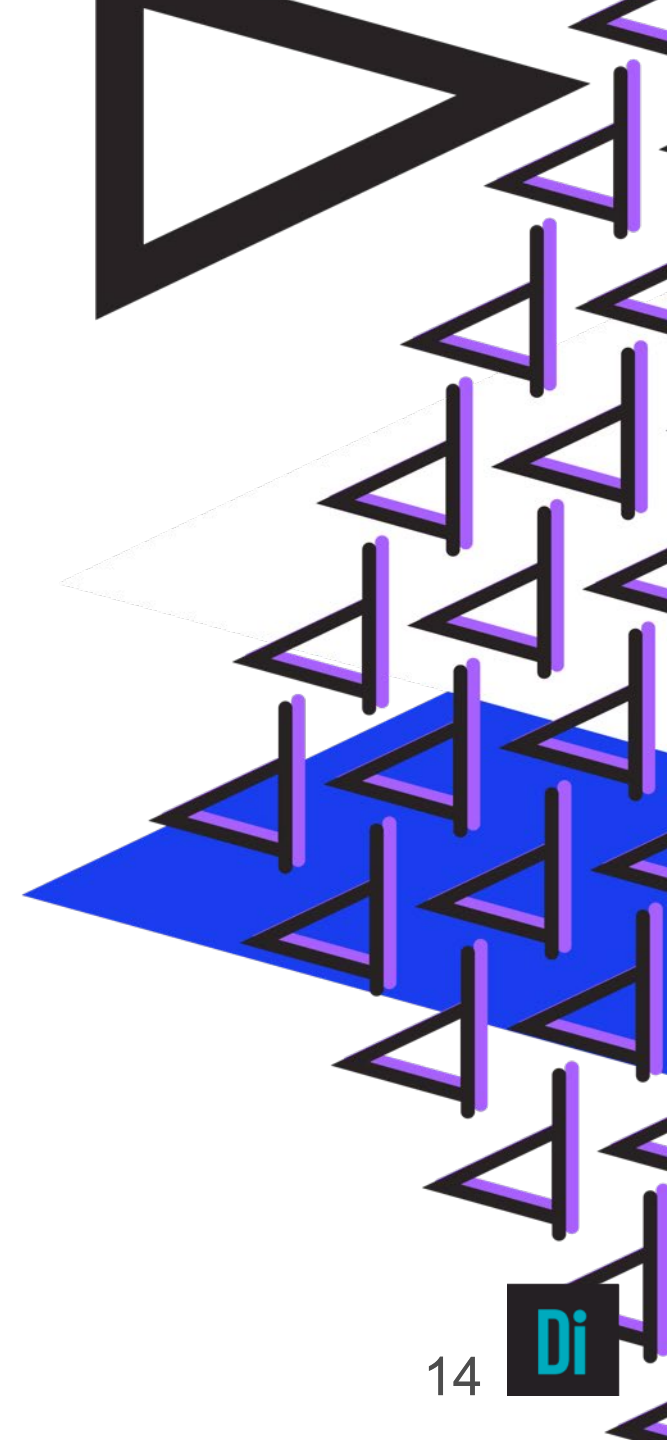
# Averages hide differences between sectors

## Women:

- 47.3% of school board seats
- 25.3% on corporate boards

## Racialized people:

- 14.6% of Universities and Colleges boards of directors
- 13.6% of Municipal ABCs appointments
- 4.5% of corporate BoDs



# The corporate sector has the lowest representation of women

City	Women in Population	Women on BoDs	Women on Corporate BoDs
Toronto	51.4%	38.9%	28.6%
Montreal	50.4%	43.3%	29.6%
Calgary	50.0%	33.7%	19.9%
Vancouver	51.1%	42.8%	26.0%



# Non-racialized women outnumber racialized women on boards

- **"Intersectionality"**  
informs experiences of diverse individuals and compounds barriers to representation (e.g. for a Black woman with a disability)
- **Non-racialized women**  
outnumbered racialized women across cities

Intersectionality "arises out of the combination of various oppressions which, together, produce something unique and distinct from any one form of discrimination standing alone"

- *Ontario Human Rights Commission*

# Averages mask differences within sectors

## Corporate boards, Toronto:

- 18.9% have at least 40% women
- 5.4% have none

## Corporate boards, Vancouver:

- 12.9% have at least 20% racialized people
- 71.0% have none

## ABCs, Ontario:

- 80% have more than 40% women
- 4% have none

## ABCs, Montreal:

- 4.5% have more than 20% racialized people
- 68.2% have none

**This variance suggests that organizations can tap into these talent pools if they try.**

**The pipeline is not the issue.**

# Interviews highlighted barriers

## Perceptions of Corporate Culture

- Optics inform perceptions

## Corporate Board Requirements

- Perceived & actual

*“Venture capital and private equity industries are still very, very white, very heterosexual male...and so the industries themselves...they tend to pick from their own rank...”*



## Discrimination

- Hiring practices
- Accommodations
- Structural barriers are overlooked
- Microaggressions

## Identity Disclosure and a “Culture of Silence”

- Often shaped by discrimination

*“[What] 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”*

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*I had early in my career shared the same “wisdom” - hide who you are until you get promoted so high they can't get rid of you without people noticing.*

*- Colin Druhan , Executive Director, Pride at Work*

*"it could be made available to you because someone in your network's able to introduce you to the opportunity or make you aware of something that might not already be ...known publicly."*

## **Lack of Networks**

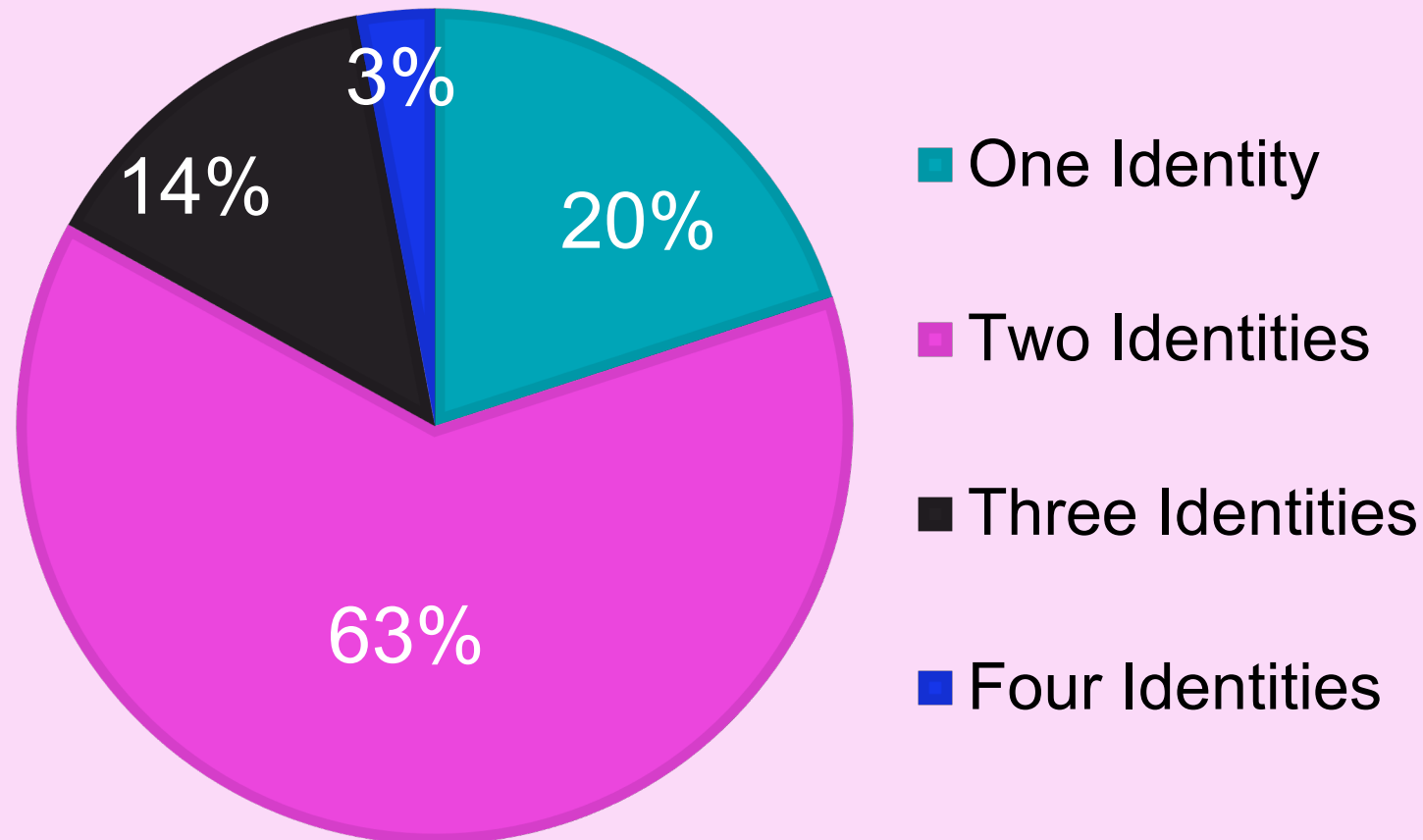
- Barriers to informal recruitment

## **Lack of Mentorship & Sponsorship**

- Understanding "unspoken rules"
- Crucial for making contacts



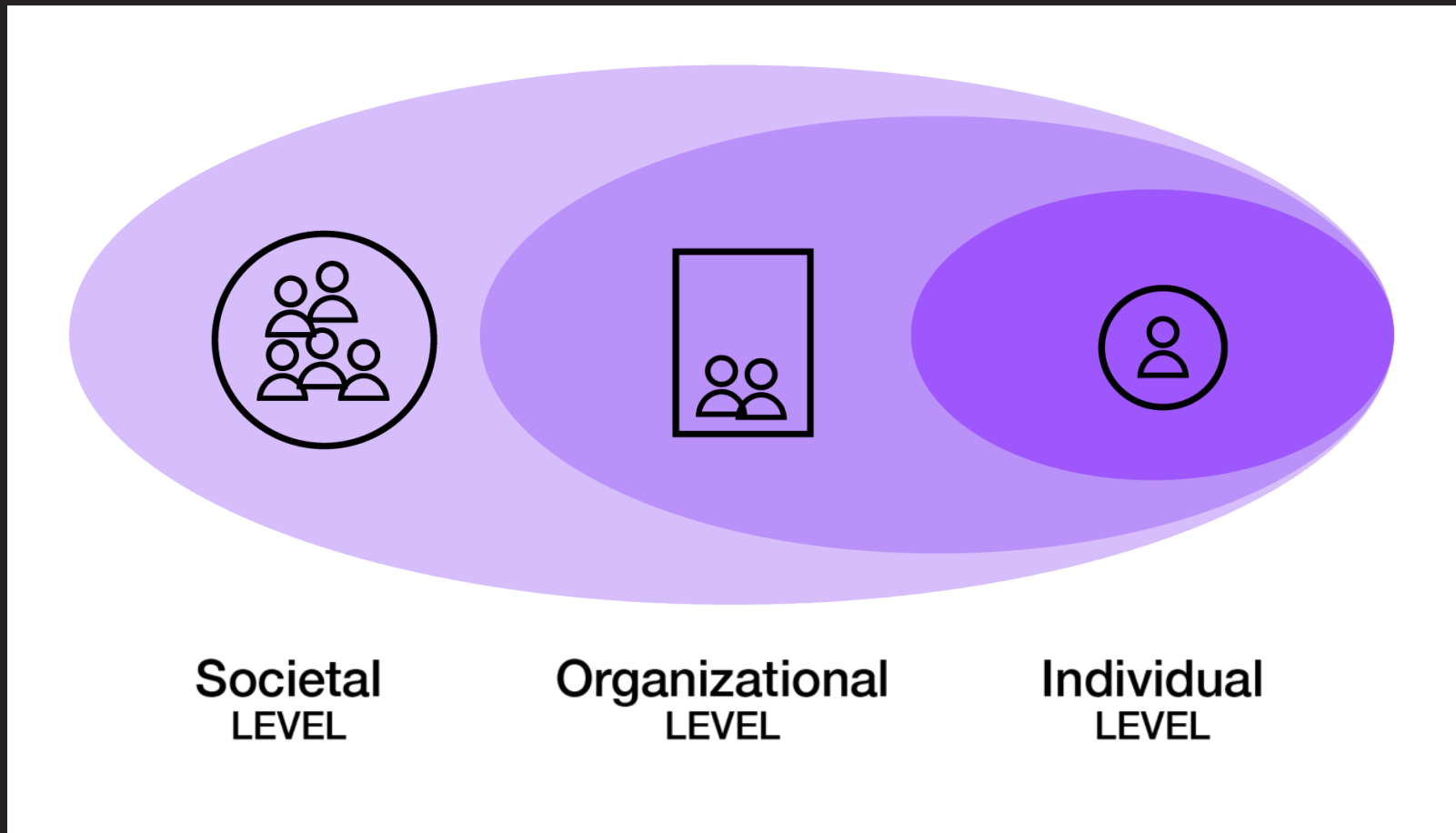
# Discrimination is compounded with multiple intersecting identities



**80% participants in the qualitative study were positioned at the intersection of more than one underrepresented identity**

# THE WAY FORWARD

## The Critical Ecological Model





# Societal Level

> Stereotypes

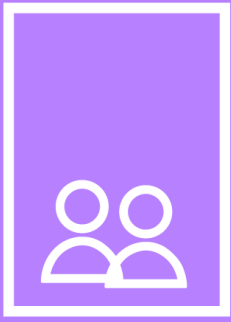
> Legislation

> Policies

> Media

> Increase in  
race-based  
data





# Organizational Level

## The Diversity Assessment Tool

> Leadership  
& governance

> Organizational  
culture

> Mainstreaming  
diversity through  
the value chain

> HR practices

> Measurement

> Integrated  
strategies

# Best Practices for Leadership & Governance

- Set targets and accountability frameworks
- Understand the strategic importance of diversity & inclusion
- Formalize processes and recruit using a diversity & inclusion lens on the skills matrix
- Challenge assumptions about skills: Corporate Boards should look at Nonprofits; Professions
- Mandatory training and policies
- Challenge cultural norms
- Embed it into quality and risk frameworks
- Monitor and evaluate.
- Diversity assessment across the organization

***It's not the pool. It's the policies and practices.***

***If you cannot find qualified diverse candidates, you are not looking hard enough.***



# Individual Level

> Find/be a mentor

> Self promote/sponsor

> No bystanders allowed:  
Challenge unfair policies,  
stereotypes & microaggressions

# OUR NEXT STEPS

- Supporting implementation of C-25
- Diversity Institute “See it, be it” campaign for Women Entrepreneurs and for Diverse Leaders
- Sponsorship of diverse candidates
- Mainstreaming the Diversity Assessment Tool across organizations and systems
- Skills development for underrepresented groups e.g. BBPA’s Boss Entrepreneurship Training Program; Scadding Court NEH
- Building pathways to boards in cooperation with partners
- More research to understand “what works”

# Acknowledgements

- This study is supported by TD Bank Group, an initiative with The Chang School at Ryerson University to advance diversity on boards
- It builds on our ongoing work which began with DiverseCity in 2009, a project with the Maytree Foundation
- There are many people to thank – those who worked on the report. Partners who collaborate with us and those who shared their perspectives.



# Thank you

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