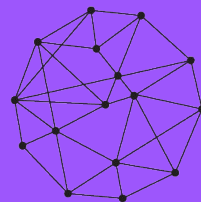# Diversity in Leadership
The 50 – 30 Challenge

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OVERVIEW

> About the Diversity Institute

> Context: Representation

> The Way Forward

> The 50 – 30 Challenge

ABOUT THE DIVERSITY INSTITUTE

- Diversity Institute (DI) founded in 1999
- 100+ full-time researchers and staff
- 250+ industry and community partners
- $30 million+ in funding (over 4 years)
- Committed to social justice but grounded in "the business case" for diversity and inclusion
- Run 7 incubation projects and sponsor several others
- Named a "best practice" by UN Prime
- Led by former TMU (formerly Ryerson) VPRI

Women Entrepreneurship Knowledge Hub (WEKH): 10 regional hubs; Network of 250 organizations; 100,000 + diverse women entrepreneurs

Future Skills Centre: $260m investment to strengthen Canada's skills and employment ecosystem

Women in Technology (ORF-RE)

IRCC Innovative Service Delivery

DiversityLeads and 50 – 30 Challenge

OCC + "She-Covery"

CONTEXT: REPRESENTATION

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
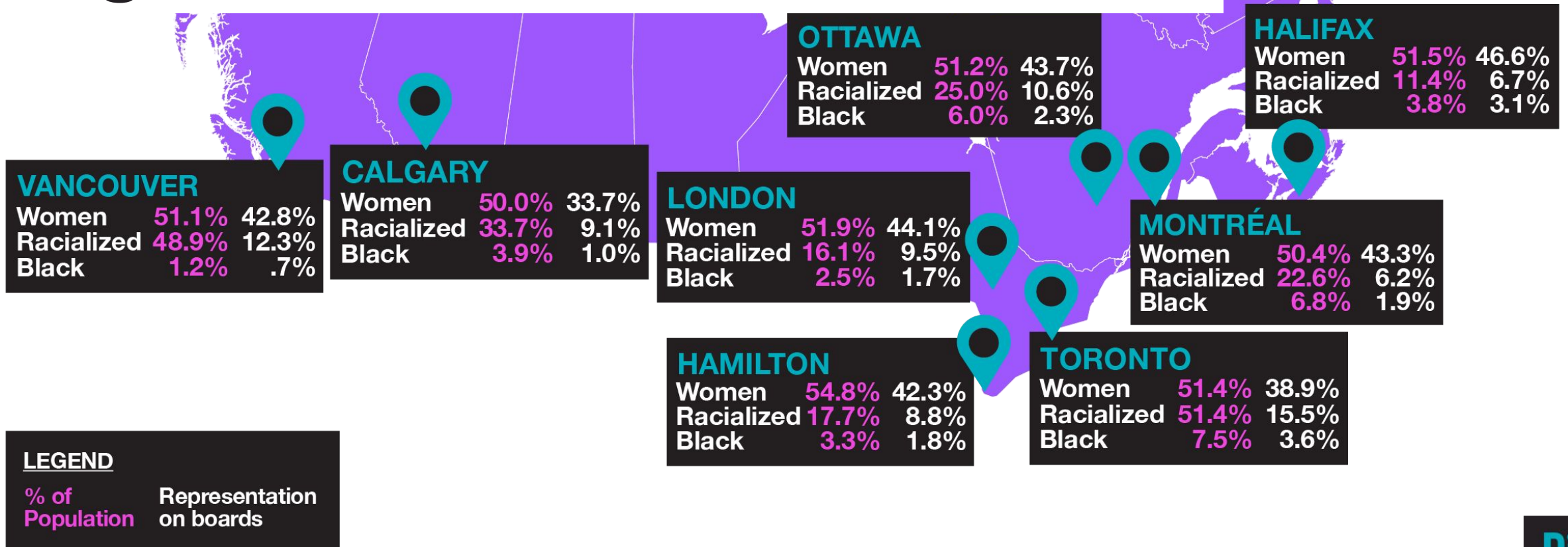OTTAWA HALIFAX

3 underrepresented identities
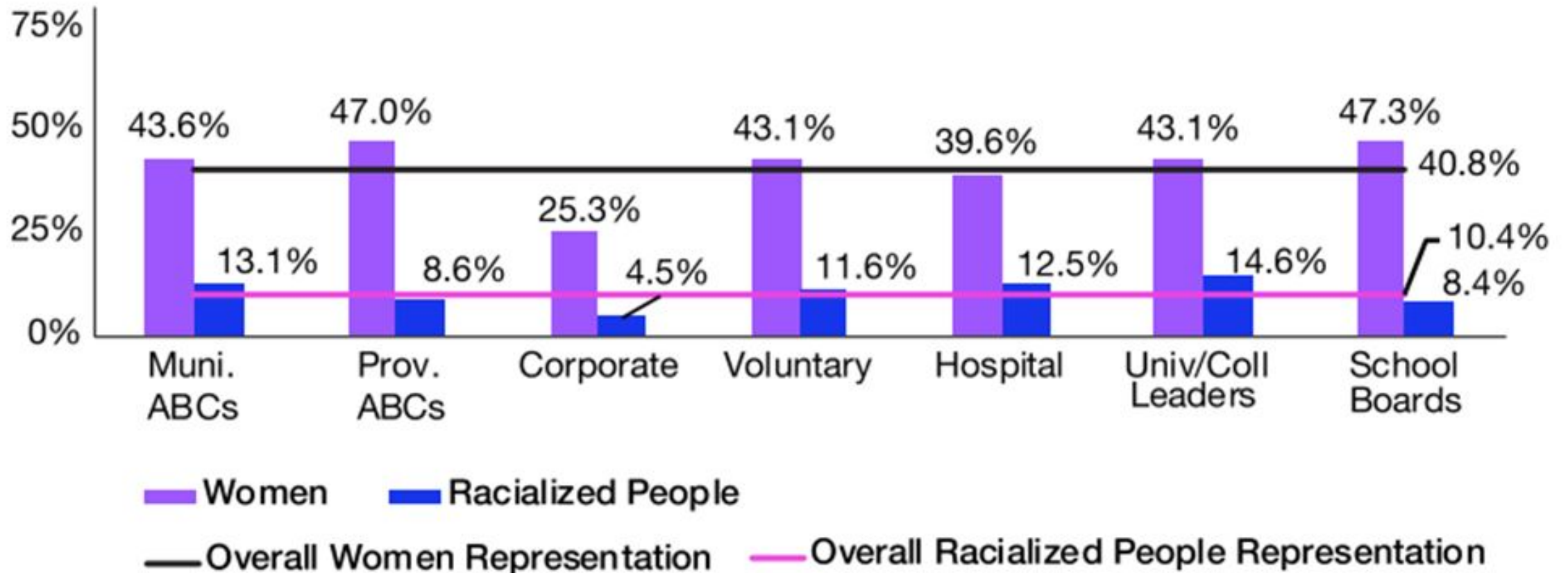
Women
Racialized
Black

Diversity Leads 2020: Board representation analyzed in eight Canadian cities

OTTAWA

	% of Population	Representation on boards
Women	51.2%	43.7%
Racialized	25.0%	10.6%
Black	6.0%	2.3%

HALIFAX

	% of Population	Representation on boards
Women	51.5%	46.6%
Racialized	11.4%	6.7%
Black	3.8%	3.1%

VANCOUVER

	% of Population	Representation on boards
Women	51.1%	42.8%
Racialized	48.9%	12.3%
Black	1.2%	.7%

CALGARY

	% of Population	Representation on boards
Women	50.0%	33.7%
Racialized	33.7%	9.1%
Black	3.9%	1.0%

LONDON

	% of Population	Representation on boards
Women	51.9%	44.1%
Racialized	16.1%	9.5%
Black	2.5%	1.7%

MONTRÉAL

	% of Population	Representation on boards
Women	50.4%	43.3%
Racialized	22.6%	6.2%
Black	6.8%	1.9%

HAMILTON

	% of Population	Representation on boards
Women	54.8%	42.3%
Racialized	17.7%	8.8%
Black	3.3%	1.8%

TORONTO

	% of Population	Representation on boards
Women	51.4%	38.9%
Racialized	51.4%	15.5%
Black	7.5%	3.6%

LEGEND

% of Population   Representation on boards

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Di

The representation of women and racialized people varies **by sector**

	Muni. ABCs	Prov. ABCs	Corporate	Voluntary	Hospital	Univ/Coll Leaders	School Boards
Women	43.6%	47.0%	25.3%	43.1%	39.6%	43.1%	47.3%
Racialized People	13.1%	8.6%	4.5%	11.6%	12.5%	14.6%	8.4%

Overall Women Representation: 40.8%
Overall Racialized People Representation: 10.4%

Legend:
- Women
- Racialized People
- Overall Women Representation
- Overall Racialized People Representation

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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

Halifax 13:1   **Montreal 12:1**

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

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Interviews with 36 board members highlighted barriers

- Perceptions of Corporate Culture
- Corporate Board Requirements
- Discrimination
- Identity Disclosure and a "Culture of Silence"
- Lack of Networks
- Lack of Mentorship & Sponsorship

"[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"

"I had mentors early in my career who 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

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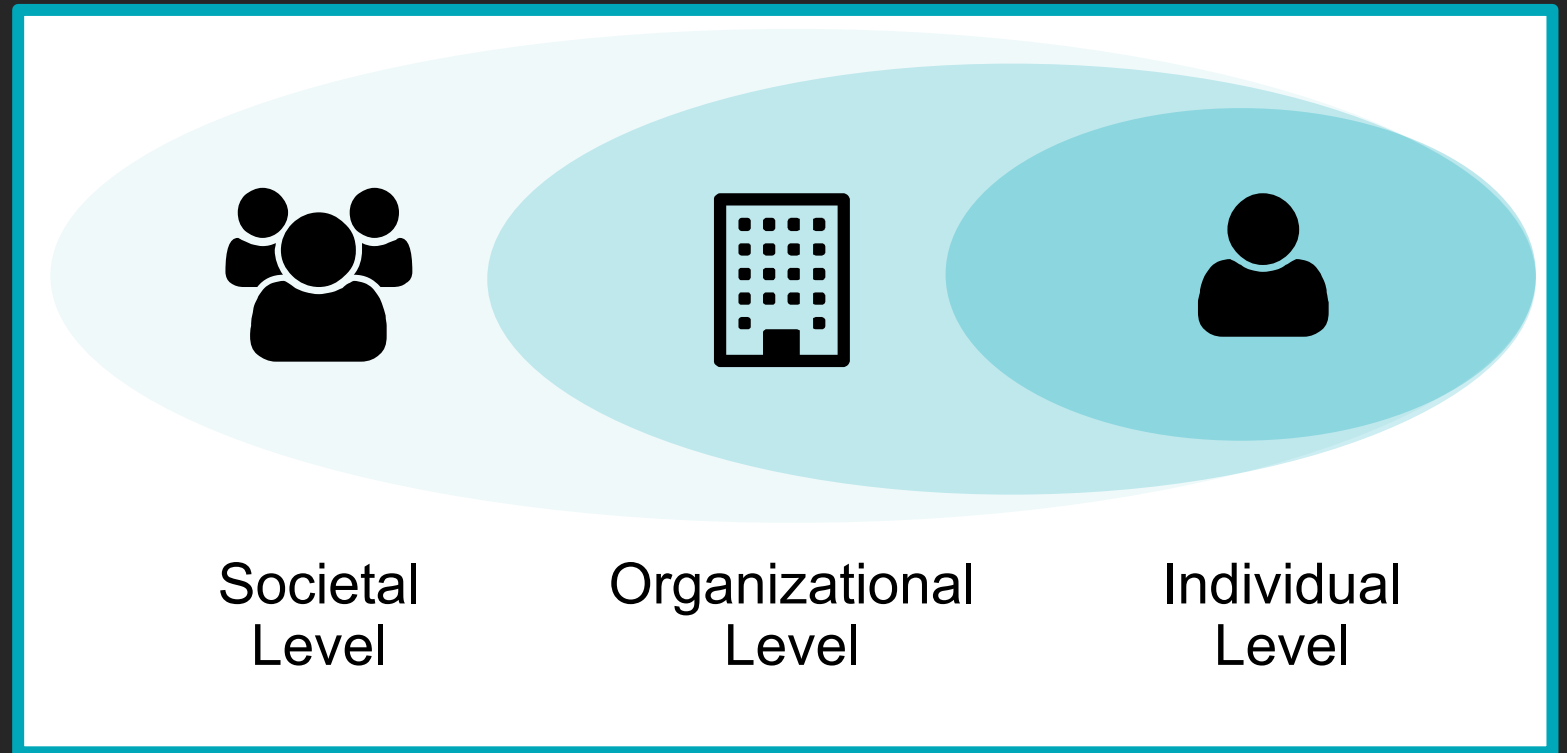
Societal Level

- Assumptions and stereotypes eg. "Think manager. Think male."
- Legislation & regulation – employment equity, pay equity, accessibility, human rights, "comply or explain"
- Policies: e.g. immigration, parental leave, universal childcare
- Governance: standards for practice, recognition of credentials
- Access to infrastructure: water, housing, transportation, internet
- Socio- economic
- Environmental/health

Legislation and Codes

- Employment Equity Legislation
- Accessible Canada Act
- Bill C-25
- Pay Equity Legislation
- 50 – 30 Challenge
- 30% Club, Black North

Voluntary Codes

Mission: to remove anti-Black systemic barriers negatively affecting the lives of Black Canadians

Pledge: at least 3.5% Black representation on boards and in executive management by 2025

Mission: to integrate diversity and inclusion into investment processes in Canadian companies

Requirements: enhance public disclosures of diversity data, adopt diversity policies, implement targets, set timelines

Mission: to improve the representation of women in leadership and senior management to 30%

In 2019 women held 27.6% of board seats at TSX-listed firms but made up only 17.9% of executives

THE 50 – 30 CHALLENGE

Driving Change at the Policy Level:

Goals:

- Gender parity ("50%" women and/or non-binary people) **AND**
- Significant representation of other equity-deserving groups* ("30%") on your board **AND/OR** in senior management
- Equity-deserving groups include Indigenous Peoples, racialized individuals, people with disabilities, and members of the 2SLGBTQ+ community
- Background research and development of the PAS

TED ROGERS SCHOOL OF MANAGEMENT | DIVERSITY INSTITUTE

Publicly Available Specification (PAS)
The 50 – 30 Challenge

Publication date : August 10, 2021

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Commissioned by
Standards Council of Canada and Innovation Science
and Economic Development Canada.

Canada
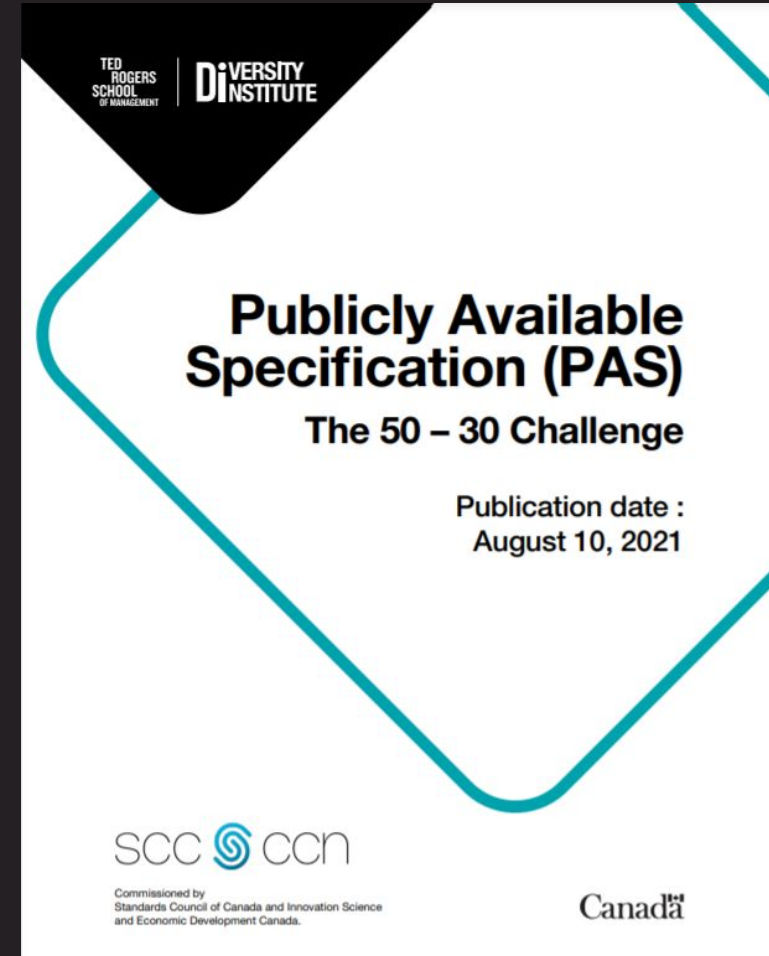
1800+ Signatories to date

Organizations of all sizes, industries, and types including:
- Large corporations

- Small and medium-sized enterprises (SMEs)

- Post-secondary institutions, not-for-profits (including hospitals), charities, and agencies, boards and commissions (ABCs)

Two Streams:
- Organizations that meet the 50-30 Challenge
- Organizations that aspire to the 50-30 Challenge

Organizations will voluntarily report on the numerical representation of gender parity and significant representation in through existing mechanisms or the prescribed forms

Implementation and Reporting

Organizations that meet the Challenge

Organizations working toward the Challenge

Organizations that meet the Challenge meet the numerical representation requirements of 50% women and/or non-binary individuals and 30% equity-deserving groups on boards and/or in senior management positions. They may also report on their efforts in implementing the diversity indicators and practices with stakeholders.

Organizations working toward achieving the Challenge should develop clear targets and timelines for achieving Challenge goals.

Organizational Level: Diversity Assessment Tool
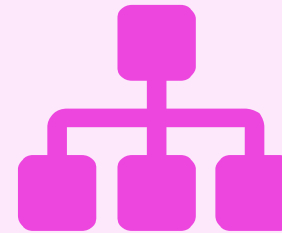
Leadership & Governance

Human Resources Practices

Culture & Values
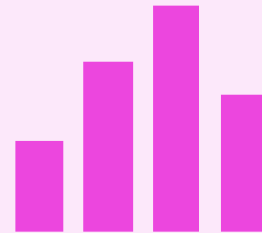
EDI Measurement & Tracking

Diversity across the Value Chain

Outreach & Expanding the Pool

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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

Leadership and Governance – Best Practices

- A skills matrix to assess the qualifications of board members and senior leaders and which includes specific diversity characteristics as needed attributes to help the board oversee the organization's purpose and strategy

- Guidelines and specialized mandatory training for board members and senior leaders on diversity and inclusion

- Term and tenure limits for directors or other mechanisms of board renewal, as well as clear succession planning

- A diversity lead or committee responsible for overseeing policies and targets achieved reporting on a regular basis to the board.

- A board nomination committee to review board compositions and work to ensure more representation on the board

- A strategy for recruiting, onboarding, mentoring and retaining women and/or nonbinary individuals and equity-deserving board members

Recruiting Board Members

- **Go beyond traditional sources to attract qualified diverse talents for board members.**
  - Work with local organizations and communities to identify board members who could bring diversity.
  - Consider hiring firms that have ties to organizations serving equity seeking groups.
  - Identify members who have connections to local communities, and specifically to organizations that serve equity seeking groups.
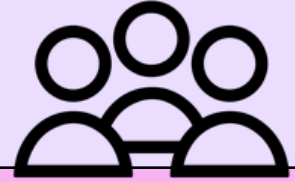
It's not the pool. It's the policies and practices.

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

Fostering Inclusion in Board Meetings

- Make it comfortable to take risks
- Include everyone as you plan
- Rotate roles every meeting
- Ensure every voice is heard
- Be transparent about how decisions are made
- Make materials available early
- Respectfully draw out diverse perspectives
- Hold meetings at a time and place that work for all

Individual Level

- **Use your sphere of influence to create change**
  - Use your influence to shape board elections through an EDI lens
  - Influence corporate donors
- Adopt EDI tools to create policies
- Create an inclusive environment
- Self-awareness and empowerment. Reflect on where your biases may advantage of disadvantage others: whom do you associate with, whom do you avoid?
- Recognize discrimination, bias, microaggressions
- Have a mentor, be a mentor
- **Don't be a bystander**

Thank you

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