

Inclusive Cities: Unlocking inclusive leadership

THE FOCUS

We live in one of the most diverse regions in the world, but senior executives, boardrooms, and elected officials still do not reflect that. **How might we remove the barriers to inclusion that are standing in the way of diversity in government, non-profit, and corporate leadership roles?**

WHAT WE KNOW

Sources: Statistics Canada; Ryerson Diversity Institute; McKinsey & Co.

The Greater Toronto and Hamilton Area's (GTHA) population is very diverse, but not everyone is equally represented in leadership roles.

- Statistics Canada projects that by 2036, between 77% and 81% of the Greater Toronto Area's (GTA) population will be an immigrant or the child of an immigrant.
- A 2017 study by the Ryerson Diversity Institute revealed that in Toronto, visible minorities in leadership positions accounted for just 17.2% of seats in agencies, boards, and commissions, 23.1% of professionals in education, 17.4% of people in the volunteer sector, 9% of public sector staff, and 29.8% of elected officials.
- In 2015, Statistics Canada reported that Indigenous people were under-represented in most "knowledge occupations" (professional, managerial and technical occupations).

There is a gender imbalance, particularly in the corporate sector.

- There's a "leaky pipeline" problem for women across employment levels. A global study found that women are 60% less likely than men to advance from director to vice president. Men are 3 times more likely than women to advance from entry to middle management and 5 times more likely to advance from executive committee to chief executive officer.

WHY IT MATTERS

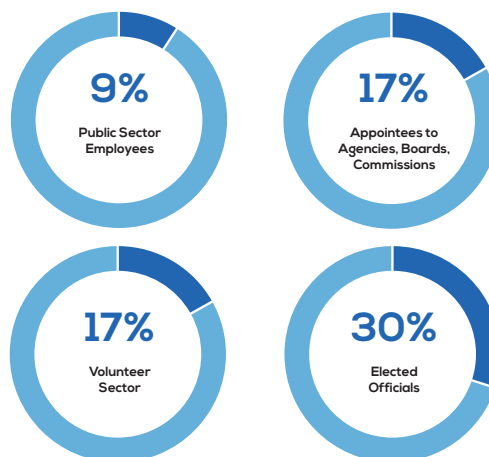
Sources: onBoard Canada; Pride at Work Canada.

Despite having a diverse population, "diversity" hasn't meant "inclusivity" in the GTHA. Inclusion involves the full and successful integration of all people into all aspects of our cities.

- Racialized people make up only 3.3% of corporate boards and 9.2% of the private sector's senior management in Toronto.
- 40% of healthcare institutions in the GTA have no racialized people in senior management.
- Despite identifying LGBTQ inclusion as a priority, only 59% of workplaces communicated a strong message of inclusion to employees.

Proportion of visible minorities in various sectors

Source: Ryerson Diversity Institute.



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TORONTO

MYTHS

Sources: MaRS; McKinsey & Co.

“Senior leadership looks the way it does because the people there worked harder than others.”

Many companies hire and promote based on “cultural fit”. However, the emphasis on cultural fit creates barriers to the inclusion of groups who are not currently represented in workplaces.

- Hiring for cultural fit has been shown to emphasize unconscious biases in hiring decisions, diminishing opportunities for visible minorities to join and integrate into workplaces.

“Conversations about diversity and inclusion are important, but not as pressing compared to other workplace priorities.”

There is an economic cost to the lack of diversity in workplaces. Diversity in leadership is a win-win for everyone.

- Companies in the top quartile for gender diversity are 15% more likely to have financial returns above their respective national industry medians.



WHAT IS BEING DONE

onBoard Canada

onBoard Canada provides online, self-paced, accessible governance training to organizations across the country and also operates a matching program that connects non-profit and public sector boards with individuals from groups that have been historically excluded from governance positions.

DiverseCity Fellows

The CivicAction Leadership Foundation’s DiverseCity Fellows program is a free year-long fellowship that convenes rising leaders from a diversity of worldviews, industries, identities and experiences who are passionate about shaping their community and provides them with the toolkit and network to make it happen. Fellows receive skill development workshops, one-on-one professional coaching support, and a mentoring relationship with a prominent senior-level civic leader.

Women and Color

Women and Color is a Toronto-based online community that matches talented women and people of colour with speaking opportunities at tech-related events across North America, contributing to the advancement and leadership development of under-represented groups in the tech sector.

GLOSSARY

Visible minority:

Visible minority refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act: “persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.”

Racialized people:

The term is becoming more commonly used than “visible minority.” It is understood to mean non-white people while recognizing that barriers faced by these groups are based in historical and current prejudices rather than inherent shortcomings.

Inclusion:

A state; an aspiration; working toward a culture that values and practices respect for differences and where the culture and policies allow for all individuals to have equal access to opportunities, growth and resources; to be treated equitably and with dignity; to contribute meaningfully to an organization’s success.

Barriers to Inclusion:

Attitudes, policies, practices, structures, and systems that prevent an inclusive environment from taking root.