DiversityLeads

Diverse Representation in Leadership:
A Review of 10 Canadian Cities

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The Diversity Institute conducts and co-ordinates multidisciplinary, multi-stakeholder research to address the needs of diverse Canadians, the changing nature of skills and competencies, and the policies, processes and tools that advance economic inclusion and success. Our action-oriented, evidence-based approach is advancing knowledge of the complex barriers faced by equity-deserving groups, leading practices to effect change and producing concrete results.

The Future Skills Centre (FSC) is a forward-thinking centre for research and collaboration dedicated to preparing Canadians for employment success. We believe Canadians should feel confident about the skills they have to succeed in a changing workforce. As a pan-Canadian community, we are collaborating to rigorously identify, test, measure, and share innovative approaches to assessing and developing the skills Canadians need to thrive in the days and years ahead. The Future Skills Centre was founded by a consortium whose members are Toronto Metropolitan University, Blueprint, and The Conference Board of Canada, and is funded by the Government of Canada's Future Skills Program.

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Introduction

Research shows that representation of diverse groups among senior leaders contributes to improved organizational performance, access to talent and markets, innovation and risk management. While research suggests progress is being made for women, racialized and Black people, Indigenous Peoples, persons with disabilities and those who identify as 2SLGBTQ+, there are still significant gaps in representation relative to the labour market and diversity in workplaces. Effective engagement of talent at all levels and ensuring an inclusive skills and employment ecosystem is paramount to Canada's economic development, innovation and social sustainability goals. While considerable attention has been focused on ensuring organizations have inclusive recruitment practices, less attention has been given to retention and promotion, and skills and capacity-building. Research suggests that, while professional development and leadership training, mentoring, coaching and sponsoring can help individuals from equity-deserving groups advance, equal attention must be focused on the systemic discrimination, overt discrimination and microaggressions they face daily. Developing capacity in organizations to build equitable, diverse and inclusive environments is key.

Canada has legislation and programs designed to promote equity, diversity and inclusion (EDI) in the workforce and advance diversity in leadership roles. These include the Employment Equity Act and Bill C-25; however, the scope of reporting requirements on representation and policies varies considerably. For example, Canada's Employment Equity Act requires reporting on the representation of women, racialized people, Indigenous Peoples and persons with disabilities at each level of the organization and on company policies. Meanwhile, Bill C-25 only applies to a fraction of Canadian employers—federally regulated distributing companies—and for securities commissions, reporting is only required on

*While considerable attention has been focused on ensuring organizations have inclusive recruitment practices, **less attention has been given to retention and promotion, and skills and capacity-building.***

gender. Consequently, there is limited data and information across corporate Canada about dimensions of diversity beyond gender in the non-profit sectors, provincial and municipal agencies, boards and commissions, educational institutions, hospitals, and other major employers and organizations.

Additionally, there is evidence that context is essential to understand the dynamics at the regional and municipal levels and within sectors. Finally, intersectional data is critical in understanding the barriers faced by people who identify with more than one equity-deserving group. For example, the challenges of racialized or Black women are often compounded by the unique experiences of being Black or racialized, and by being a woman. DiversityLeads was developed in 2008 to address some of these gaps and to ensure data is available to understand the

*There is **limited data and information** across corporate Canada about dimensions of diversity beyond gender in the nonprofit sectors, provincial and municipal agencies, boards and commissions, educational institutions, hospitals and other major employers and organizations.*

experiences of women, racialized people and Black people at the regional level across major sectors and to inform policy and practices.

In recent years, more attention has been paid to the role of voluntary codes in advancing EDI in leadership roles—for example, in Canadian legislation to advance employment equity and representation for equity-deserving groups. This has driven many organizations to engage further in EDI initiatives. The federal government's 50 – 30 Challenge encourages employers to advance diversity within their leadership, on boards and in executive roles. The 30%+ Club is a global initiative focused on advancing women's representation on boards, and the BlackNorth Initiative supports Black people in leadership.

Methods

To contribute to the evolving landscape of diversity and inclusion in Canada, our research provides a comprehensive picture of diversity in leadership positions in 2023. This study analyzed the representation of women, racialized people (excluding Black people)[i] and Black people, among 18,554 individuals holding board of director, senior manager or municipal councillor positions in the largest organizations across 10 Canadian regions: Calgary, Edmonton, Halifax, Hamilton, London, Montreal, Ottawa, Toronto, Vancouver and Winnipeg.

Individuals were identified across the corporate sector; provincial and municipal agencies, boards and commissions (ABCs);

i   Throughout this report racialized people and Black people are analyzed and reported on separately to provide a more in-depth understanding of each group. Thus, unless otherwise noted, racialized people will by definition exclude Black people.

hospitals; police services; the voluntary sector; municipal governments and the education sector. We also include an intersectional lens in our work, allowing for an understanding of individuals who identify with more than one equity-deserving group, including Black and racialized women.

The study explores several questions:

1 What is the representation of women, racialized people and Black people on boards of directors and in senior manager positions in the corporate sector, provincial and municipal ABCs, hospitals, police services, the voluntary sector, municipal governments, the education sector, and in municipal councillor positions, in 10 Canadian cities?

2 How does the representation of these diverse groups compare to their representation in the local city population?

3 What differences exist between sectors? For example, what is the difference in representation between the corporate sector and the voluntary sector?

4 What does looking through an intersectional lens tell us about diverse representation across Canada?

The methods used for this report included gathering and coding publicly available information for boards of directors and senior managers in the corporate sector, provincial and municipal ABCs, hospitals, police services, the voluntary sector, municipal governments and the education sector, as well as for municipal councillors in 10 Canadian cities. Information for each individual included a photograph, name and position title. Coding included gender and racialized status. This methodology was endorsed by the Ontario Human Rights Commission, providing high levels of data completeness and allowing comparisons across organizations using intercoder reliability to ensure its integrity. The data was also compared to demographic statistics by population level for each city using the 2021 Census of Population from Statistics Canada, as well as 2020 DiversityLeads data.

Findings

Women

This study found that, despite women accounting for 50.7% of the Canadian population, they comprise 41.4% of boards of directors and 39.5% of senior managers across sectors in the 10 cities studied. None of cities have reached gender parity on boards. Ottawa is close, with 47.2% of women on boards; however, women's representation is lower than that of women living in Ottawa (51.1%).

On senior management teams, women in Halifax exceeded gender parity, accounting for 55.9% of senior leaders. As for sectors, women have achieved gender parity on boards of directors in school boards (55.7%) as well as in senior manager positions in

the voluntary (58.2%) and hospital (50.6%) sectors; however, they remain considerably under-represented on corporate boards and senior management (34.3% and 23.3%, respectively).

Racialized people

For racialized people, the situation is bleaker. They account for 10.5% of boards of directors and 8.6% of senior managers across sectors in the 10 cities studied, which is a fraction of their representation in the Canadian population (21.9%). For boards of directors, the sector with the highest representation of racialized people was the police (17.9%), and the lowest was provincial ABCs (5.9%).

These findings were somewhat consistent with senior managers, where the sector with the highest representation of racialized people was the police (19.3%), and the lowest were deputy ministers and assistant deputy ministers (4.2%). Only two sectors have seen increased representation of racialized people since 2020, including boards of directors in school boards and the corporate sector (an increase of 3.7% and 3.1%, respectively)

Black people

Black people continue to be significantly under-represented on boards of directors and in senior manager positions. Our study found that Black leaders are generally outnumbered by other racialized groups, highlighting the need to continue tracking the progress of this equity-deserving group. Black people account for 4.2% of the Canadian population, yet they represent 3.8% of boards of directors and 2.6% of senior managers across sectors in the 10 cities studied. For boards of directors,

the sector with the highest representation was the police (6.3%), and the lowest was provincial ABCs (2%). Interestingly, the representation of Black people on boards of directors in the police sector and universities and (6.3% and 6.2%) was higher than the percentage of Black people residing in Canada (4.2%).

Senior managers in school boards had the highest representation of Black people (9.5%), which was not only higher than their representation in Canada (4.2%), but also higher than racialized people (8.4%) occupying these roles. Additionally, slight progress has been made since 2020, with all sectors seeing an increase in representation, most notably on boards of directors in universities and colleges, which increased the representation of Black people by 3.5%.

Intersectional variations

When we examine data with an intersectional lens, we see persistent disparities for racialized women and Black women. We found that non-racialized women outnumber racialized women and Black women by a considerable margin. Non-racialized women account for 31.9% of boards of directors, which is considerably higher than the representation of racialized women (4.9%) and Black women (1.9%).

Racialized women are also under-represented as senior managers across all sectors in the 10 cities studied relative to their representation in Canada's population. They account for 11.2% of Canada's population but only 2.8% of boards of directors and 2.4% of senior managers in corporate sectors. This trend is somewhat consistent for Black

women, who are under-represented in all sectors relative to their representation in Canada.

Sectoral variations

Sectoral variation in leadership positions, whether in boards of directors or senior managers, is also important. The corporate sector still exhibits an acute lack of diversity. For example, women account for 34.3% of boards of directors in the corporate sector, while racialized people and Black people account for 7.6% and 2.8% of these roles, respectively. That said, the percentage of these groups in leadership roles has improved somewhat since the 2020 DiversityLeads report, particularly on boards of directors. For example, the representation of women on boards of directors in the corporate sector has increased by to 34.3% in 2023 from 25.3% in 2020, which is a 9% increase.

The police sector also shows a lack of diversity. This sector had the lowest representation of women and Black people on boards of directors (32.6% and 6.3%, respectively) and senior manager roles (29.8% and 0%, respectively). However, it should be noted that this trend does not apply to racialized people, who account for 17.9% of boards of directors and 19.3% of senior manager positions in the police sector, the highest representation for this group.

City variations

The demographic diversity of the 10 cities' populations tends to be higher than that seen on boards of directors and senior management teams. Women represent about one-half of the population in each city; yet their representation in senior leadership roles varies considerably. Only Ottawa is close to achieving gender parity on boards (47.2% on boards of directors vs. 51.1% of the population). Halifax has exceeded gender parity in senior management (55.9% of senior managers vs. 51% of the population).

Gaps also persist for racialized people and Black people, who are generally significantly under-represented in senior leadership roles. For example, 48.6% of Toronto is racialized, yet only 15.9% of boards of directors in the city are racialized. Racialized people fare much worse in senior manager roles. Again, in Toronto, 48.6% of the city is racialized, yet racialized people only occupy 15.2% of these roles.

Similarly, for Black people, their representation within their local city population is generally higher than their representation on boards of directors. For example, in Montreal, Black people hold 4.6% of board roles but represent 7.9% of the local population. In Ottawa, they occupy 4.9% of boards but comprise 7.6%

Sectoral variation in leadership positions, whether in boards of directors or senior managers, is also important. ***The corporate sector still exhibits an acute lack of diversity.***

of the population. Vancouver is an exception, with Black people being well-represented on boards of directors compared to their population (2.1% vs. 1.6%).

Strategies to support diversity and inclusion in senior leadership

Equitable representation of women, racialized people and Black people is still lacking across all sectors and in all cities to varying degrees. While differences in representation were found across cities and sectors, these variations highlight regional and sector-specific disparities. At the same time, the variation within sectors suggests that this issue is not necessarily the talent pool, but rather the intentionality, policies and processes that organizations employ.

Advancing equitable representation in leadership requires organizational and institutional commitment and planning, as well as concerted actions at the macro (societal), meso (organizational) micro (individual) levels more broadly. Macro-level actions include societal initiatives such as implementing legislation, regulations and policies to promote diverse representation and advance EDI, as well as collecting disaggregated representational data on diverse groups. Meso-level considerations look at organizational actions, such as commitments from senior leadership, effective diversity management policies and programs, human resources policies, culture, accountability measures processes across the value chain, including procurement, research and development, product design,

marketing and communications, and services, as well as engagement with the community. Finally, micro-level considerations look at individual factors, including competencies (e.g., knowledge, skills, attitudes and behaviours) among individuals from equity-deserving groups, as well as their coworkers, customers and partners. The report makes recommendations in each area.

Conclusions and implications

This report is a snapshot in time and focuses on averages across cities, sectors and organizations. It does not examine detailed variability within sectors and organizations. Further research can be conducted to review the practices and factors at organizations with greater diversity in senior leadership. This will shed further light on what works—the strategies and actions that result in more equitable leadership representation of women, racialized people and Black people in Canadian organizations.

Introduction

Research has consistently shown the positive outcomes that emerge when organizations have diverse representation on boards of directors and senior management teams.[1, 2, 3] This diversity encompasses a broad spectrum, including women, racialized people, Black people, people with disabilities, gender-diverse individuals and Indigenous Peoples, among others. The benefits of representation are far-reaching. Equal opportunities for equity-deserving groups across leadership teams address issues of fairness and justice, enhance economic impacts improve an organization's overall performance.

Fostering diversity in boards of directors and senior leadership leads to improved organizational performance in the following ways:

- Companies with more women directors on boards see better performance; for example, as was seen during the COVID-19 pandemic.[4]

- More diverse boards are more likely to adopt or develop new strategies.[5]

- More diverse boards are associated with an increase in firm value.[6, 7]

- More diverse boards are more likely to face lower corporate financial distress risk.[8]

- Boards with greater gender diversity demonstrate better sustainability performance,[9] which in turn improves eco-innovation.[10]

- More diverse boards are associated with more diverse senior management or executive leadership,[11, 12] and this inclusivity will contribute to better business performance,[13] higher productivity[14] and more innovation, and thus higher revenue.[15]

While research suggests progress is being made for women, racialized and Black people, Indigenous Peoples, persons with disabilities, those who identify as 2SLGBTQ+ and others, there are still significant gaps in representation relative to the labour market and diversity in workplaces, mainly due to the barriers these groups face.[16]

Barriers for women and other equity-deserving groups in leadership positions

Women and other equity-deserving groups still face significant barriers to leadership, resulting in their under-representation in board rooms and on senior management teams.[17, 18]

Women

> Research indicates that women, especially those with intersectional identities, such as racialized women and immigrant women, are more likely to hold lower-paying jobs and experience more challenges being promoted into senior management roles.[19]

> Gender inequity in senior leadership roles continues to be a concern within organizations; the 2020 DiversityLeads report indicates that this stems from organizational decisions regarding recruitment and retention.[20]

> Other research highlights how discrimination, stereotyping and biases in board election processes prevent women from being appointed, perpetuating a cycle that limits women's opportunities to advance in leadership roles.[21, 22]

Racialized and Black people[i]

> Racialized and Black people experience discrimination and racism in the workplace. A Future Skills Centre study found that 78% of respondents agreed that racism was a serious or very serious issue for them.[23]

> Racialized people have also identified several challenges in advancing their careers; one study found that barriers included limited professional networks and the need for more skills training to be considered for senior roles.[24]

> The lack of diverse representation in leadership may signal to racialized and Black individuals that they do not belong, discouraging them from seeking out these opportunities.[25]

Understanding barriers affecting diverse groups is essential not only to understand under-representation in senior leadership but also to establish inclusive and equitable policies and programs to advance diversity.

Recent progress in achieving diversity

In Canada, some progress has been made in the representation of women and equity-deserving groups on boards of directors and senior management teams, particularly in the corporate sector. For example, among S&P/TSX Index firms between 2015 and 2022, women's representation rose to 33.7% from 18.3% on boards and to 23.1% from 15% on executive teams.[26] The representation of racialized individuals increased to 9.3% from 4.9% on boards and to 10.8% from 7.5% on executive teams. The representation of Black individuals has increased to 2.1% in 2022 from 0.9% in 2020 on boards, and to 1.5% from 1% on executive teams.[27] Nevertheless, gaps still exist.

Canada has attempted to use legislation to advance equity, diversity and inclusion (EDI) in the workforce. Policy and legislative initiatives, such as Canada's Employment Equity Act, initiated four decades ago, have

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i   Throughout this report racialized people and Black people are analyzed and reported on separately to provide a more in-depth understanding of each group. Thus, unless otherwise noted, racialized people will by definition exclude Black people.

played a pivotal role in shaping the narrative surrounding diversity and inclusion.[28, 29] Another legislation, the Canada Business Corporations Act (amended via Bill C-25 in 2018),[30] encourages companies to ensure that diversity is considered when making senior management appointments, creates targets for diverse representation in senior management discloses progress in achieving these targets.[31] Although Bill C-25 only applies to about 600 federally regulated distributing private sector companies, it has led to increased representation of women, racialized people, Indigenous Peoples and people with disabilities (Table 1). Preliminary results show that from 2020 to 2023 the representation of women has increased by 5%; of racialized people (including Black people), by 2%; of Indigenous Peoples, by 0.4%; and of persons with disabilities, by 0.2%. Also, and perhaps equally noteworthy, the proportion of corporations reporting having formal policies and targets increased to 38% from 32% and to 22% from 14% over this period.

TABLE 1

Results of Bill C-25: Percentage of diverse groups on boards for federally regulated distributing companies

	Population Representation in 2021 (%)	2020 (%)	2021 (%)	2022 (%)	2023 (%)	Change From 2020 to 2023 (Percentage Point)
Women	50.9	17	20	19	22	5
Racialized people	25.4	3	7	6	5	2
Indigenous Peoples	5	0.3	0.4	0.6	0.7	0.4
Persons with disabilities	27 (in 2022)*	0.3	0.4	0.4	0.5	0.2

Note: Data is based on 403 federally regulated distributing companies reporting the representation of their boards.
* This percentage was found in the 2022 Canadian Survey on Disability and only includes individuals aged 15 years or older.

The Canada Business Corporation Act applies to a small fraction of Canadian employers—federally regulated distributing companies—and reporting is required by securities commissions, but only on gender. Consequently, there is limited data and information across corporate Canada about dimensions of diversity beyond gender in the non-profit sectors, provincial and municipal agencies, boards and commissions (ABCs), educational institutions, hospitals, and other major sectors and employers.

In recent years, voluntary codes have emerged as powerful tools for advancing EDI in leadership roles. Complementing recent legislation across Canada, these initiatives

have spurred many organizations to take proactive steps in their EDI initiatives and diverse representation targets. The 30%+ Club, BlackNorth Initiative and the 50 – 30 Challenge are just a few examples of these codes, each with a unique focus and goals. By participating in these initiatives, organizations demonstrate their commitment to diversity and empower themselves to drive meaningful change.

> The 30%+ Club is a business campaign that aims to increase the number of women in leadership by calling on its members—all corporations trading on the Toronto Stock Exchange—to commit to at least 30% women representation on their boards and executive leadership teams.[32]

> The 50 – 30 Challenge is an initiative launched in December 2020[33] among the Government of Canada, diversity organizations and Canadian businesses. It aims to increase the representation and inclusion of diverse groups by asking organizations to aspire to two goals: gender parity (50% women and/or non-binary people) on Canadian boards and/or in senior management teams; and significant (30%) representation on Canadian boards and/or senior management of members of other equity-deserving groups.[34]

> The BlackNorth Initiative was launched by the Canadian Council of Business Leaders Against Anti-Black Racism[35] in 2020 to challenge corporate Canada to end anti-Black systemic racism.[36] This initiative asks senior business leaders to commit their companies to seven actions, including a goal of 3.5% Black representation on boards and senior management teams.[37]

*The transition from **acknowledging diversity** to **setting clear targets** signifies a **commitment to driving tangible change** in organizational culture.*

These contemporary initiatives move beyond symbolic gestures; they emphasize concrete actions and measurable outcomes. The transition from acknowledging diversity to setting clear targets signifies a commitment to driving tangible change in organizational culture. Consequently, tracking and analyzing data related to the representation of various demographic groups in senior leadership roles becomes not just a compliance requirement, but also a strategic imperative for organizations seeking to thrive in an increasingly diverse marketplace. Reporting plays a crucial role in understanding the impact of legislative interventions on organizational practices, providing insights into the efficacy of these measures in fostering genuine diversity and inclusion in corporate leadership.

A need for more data: Understanding diverse representation

Despite some progress, more data is needed on sectoral differences. This lack of data makes it difficult to understand how systemic barriers—which are deeply rooted in the historically formed structure of each sector—are preventing the advancement of diversity in leadership roles. For example, in 2014, Canadian securities commissions, except for those in Alberta and British Columbia, implemented a rule mandating that companies listed on the Toronto Stock Exchange (TSX) disclose their policies and practices regarding the representation of women on their boards and executive teams annually; however, this initiative is not enforced and is merely based on the goodwill of the organization. In 2022, women were under-represented on boards (33.7%) and executive teams (3.1%) at TSX corporations.[38] On a more positive note, non-profit organizations have made significant strides in gender diversity, with women having the most representation in the non-profit sector in Ontario, on boards (52.1%) and on executive teams (68.3%) in 2022.[39]

Our understanding of representation in the regional context is also limited. This data is critical, as each province or city uses unique local policies to incentivize diversity and inclusion. For example, the Toronto Workforce Equity and Inclusion Program, initiated in October 2019, aims to advance the representation of equity-deserving groups at all levels of city employment.[40] Similarly, the City of Edmonton implemented the Diversity and Inclusion Framework and Implementation Plan to ensure a workforce broadly reflective of the community's diversity.[41] In Brampton's non-profit sector, racialized people accounted for 64.6% of board appointments, but in Mississauga,[42] a city that boasts the second largest proportion of Ontario's racialized population, only 35.2% of board members are racialized.[43]

Filling the gaps: DiversityLeads

To address these data gaps, the Diversity Institute designed the DiversityLeads project in 2008 using an innovative data collection and analysis method to examine the representation of equity-deserving groups in leadership roles across sectors in multiple cities.[44] Our latest report, a continuation of previous DiversityLeads research, aims to understand the representation of women, racialized people and Black people, and their intersectional identities, in leadership positions in 2023 across different sectors in 10 Canadian cities. Intersectionality, a key concept in our research, recognizes the interconnected nature of social categories—like race, gender and class—and how they combine to shape individual experiences of oppression or privilege. This lens is crucial in this work as it provides a more nuanced understanding of complex human experiences, shedding light on the unique challenges faced by individuals with multiple marginalized identities. By moving beyond a single-axis perspective, intersectionality ensures that policies and discussions address the intricate interplay of social factors, fostering a more comprehensive and inclusive approach to EDI.

Methods

This report provides a snapshot of results from an analysis of 18,554 individuals serving on boards of directors, in senior manager roles and as municipal councillors across various sectors in 10 Canadian cities. It explores the representation of women, racialized people and Black people. The sectors varied slightly between boards of directors and senior managers. For boards, we looked at the corporate sector, provincial and municipal ABCs, hospitals, police services, the voluntary sector, municipal governments and the education sector. For senior managers, we examined the above sectors plus deputy ministers, assistant deputy ministers and municipal executives.

To improve understanding of diversity in leadership roles in Canada, we asked the following questions:

1 What is the representation of women, racialized people and Black people on boards of directors and in senior manager positions in the corporate sector, provincial and municipal ABCs, hospitals, police services, the voluntary sector, municipal governments, the education sector, and in municipal councillor positions, in 10 Canadian cities?

2 How does the representation of these diverse groups compare to their representation in the local city population?

3 What differences exist between sectors? For example, what is the difference in representation between the corporate sector and the voluntary sector?

4 What does looking through an intersectional lens tell us about diverse representation across Canada?

We are committed to transparency in our research. It is important to note that our methodology unintentionally excluded individuals with disabilities from the analysis and did not include gender-diverse individuals. We acknowledge this limitation openly, with the aim of inspiring future research that considers the intersectionality of gender diversity and the experiences of disability in people who hold leadership positions.

Data collection

This study analyzed data on the representation of women, racialized people and Black people

across 10 cities in Canada: Calgary, Edmonton, Halifax, Hamilton, London, Montreal, Ottawa, Toronto, Vancouver and Winnipeg. We also analyzed data from various sectors to capture a more comprehensive understanding of the representation of women, racialized people and Black people in leadership roles in the 10 cities studied (Table 2).

TABLE 2

Sectors in analysis

Board of Directors	Senior Management
❯ Agencies, boards and commissions at municipal and provincial levels ❯ Corporate ❯ Education (i.e., school boards, universities and colleges) ❯ Voluntary ❯ Hospitals ❯ Police	❯ Agencies, boards and commissions at municipal and provincial levels ❯ Corporate ❯ Education (i.e., school boards, universities and colleges) ❯ Voluntary ❯ Hospitals ❯ Police ❯ Deputy minister or assistant deputy minister, where appropriate ❯ Municipal executives

Note: See Appendix 2 for a detailed list of organizations. Municipal councillors in each city were analyzed for representation.

The data collected was based on publicly available information on the membership of boards of directors, senior management teams and municipal councillor positions found on organizational websites. A pre-existing selection of organizations from the 2020 *DiversityLeads* report[45] was used for data collection within each sector in Calgary, Halifax, Hamilton, London, Montreal, Ottawa, Toronto and Vancouver.[46] Since Edmonton and Winnipeg were not previously included, a master list of organizations for each sector was created based on publicly available information.

Some additional considerations when selecting organizations included:

> All school districts within each city were included in school boards.

> Publicly traded organizations from the FP-500[47] were included in the corporate sector.

> Organizations affiliated with religious institutions were excluded.

> No organization could fall under two categories and could only be analyzed once.

Information collected for individuals included name, position, title and photograph. Additional information on individuals was drawn from captioned photographs, biographies or social media profiles on publicly available websites and social media platforms such as LinkedIn, X and Facebook. Information from social media platforms was collected if cross-verified on other websites or sourced from verified social media accounts. The coding process was based on photographs, which in most cases allowed for the coding of gender and racialized status.

For gender, coders used "woman" to indicate if a photograph was a woman and "man" if they were a man. In cases where the gender was uncertain, the coder marked the photograph as "unsure." When gender could not be confidently determined, we used the neutral category "unsure" rather than assuming a binary gender.

Similarly, coders selected racial status by selecting either "non-racialized person," "Black person" or "racialized person excluding Black persons." If coders were uncertain of the racialized status, the photograph was coded as "unsure."

Researchers coded captioned photographs and biographies to determine gender and racialized status. A sample of 10% of each city and sector was coded a second time by a different researcher for inter-coder reliability. A third coder was asked to code if the two coders did not match. This method reduces bias and increases the reliability of the coding. Where there was insufficient information to code the gender or racialized status of an individual, they

were coded as unsure and excluded from the analysis. Additionally, if the coding for an organization resulted in more than one-half of the individuals being marked as unsure, the entire dataset for that organization was removed from the study. The Ontario Human Rights Commission has reviewed and endorsed this methodology for coding and analysis, which follows similar procedures used in previous *DiversityLeads* reports.[48]

Data comparisons

Population comparisons

Our report examines levels of representation on boards of directors and senior management against the backdrop of the local city population. Population data from Statistics Canada's 2021 Census was used to contextualize the representation of boards of directors, senior managers and municipal councillors in each of the 10 cities studied. Appendix 3 provides additional

details on how population calculations were completed. This comparison helps us understand whether the representation of women, racialized people and Black people in leadership positions is proportional to their representation in their respective city populations.

2020 to 2023 comparison

The representation of women, racialized people and Black people on boards of directors was also compared between 2020 and 2023. Since the 2020 *DiversityLeads* report did not collect data on senior managers or municipal councillors, only boards of directors were available for comparative analysis. Additionally, only eight cities were used in the comparison (i.e., Calgary, Halifax, Hamilton, London, Montreal, Ottawa, Toronto and Vancouver), as Edmonton and Winnipeg were not included in the 2020 *DiversityLeads* report.

This comparison provides a snapshot of the progress, or lack thereof, in diversity representation over a three-year period. The difference in representation was calculated as follows:

Change in percentage points = Representation in 2023 (%) – Representation in 2020 (%)

Due to the differences in the data sets (e.g., companies who might have closed or merged), this comparative analysis provides insights into an approximate change in the representation of women, racialized people and Black people, and is not a one-to-one comparison.

Findings

Our analysis shows that women, racialized people and Black people are under-represented on boards of directors and in senior manager positions across sectors and cities, as well as in municipal councillor positions. We reviewed 18,554 individuals across 10 cities, including 10,370 on boards of directors, 7,866 in senior management 318 in municipal councillor positions. This review is more comprehensive than the previous 2020 *DiversityLeads* report[49] as it extends the analysis to senior managers and municipal councillor positions and includes additional sectors and cities across Canada. For additional details, see the methods section of the report.

Representation on boards of directors by sector

The study reveals stark disparities in the representation of women, racialized people and Black people on boards of directors across all 10 Canadian cities studied (Table 3). Overall, women comprise 50.7% of the Canadian population, yet hold 41.4% of boards roles. Racialized people and Black people, who account for 21.9% and 4.2% of Canada's population, respectively, hold only 10.5% and 3.8%, respectively, of board roles.
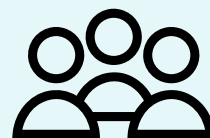
*The study reveals **stark disparities** in the representation of women, racialized people and Black people on boards of directors **across all 10 Canadian cities studied**.*

TABLE 3

Representation on boards of directors across sectors versus population breakdown of equity-deserving groups

Sector	Women (%)	Women (n)	Racialized People (%)	Racialized People (n)	Black People (%)	Black People (n)	Board Members (n)
Municipal agencies, boards and commissions	39.7	809	11.5	234	3.9	79	2,037
Provincial agencies, boards and commissions	43.5	526	5.9	71	2	24	1,209
Corporate	34.3	729	7.6	162	2.8	59	2,123
School boards	55.7	254	12.1	55	3.7	17	456
Universities and colleges	43.8	568	14.4	187	6.2	80	1,298
Voluntary	45.3	934	11.4	236	4.1	85	2,064
Hospitals	40.3	439	11.5	125	4.2	46	1,088
Police	32.6	31	17.9	17	6.3	6	95
Overall representation on boards	**41.4**	**4,290**	**10.5**	**1,087**	**3.8**	**396**	**10,370**
Population representation in 2021	**50.7**	**–**	**21.9**	**–**	**4.2**	**–**	**–**

Note: For the purposes of this study, Black people are reported separately from racialized people to provide a more in-depth understanding of each group. (See Appendix 1.) N represents the number of people.

We found considerable variations when examining representation on boards of directors by sector (Figure 1). While women are well represented on boards of directors in school boards (55.7%), suggesting stronger gender inclusion efforts in the educational space, they are under-represented in every other sector. Some sectors are close to achieving gender parity, including the voluntary sector (45.3%), universities and colleges (43.8%) and provincial ABCs (43.5%); however, women are drastically under-represented on boards of directors in the corporate (34.3%) and police (32.6%) sectors, which demonstrates an acute lack of gender diversity.

FIGURE 1

Representation of women on boards of directors across sectors versus the population of women in Canada
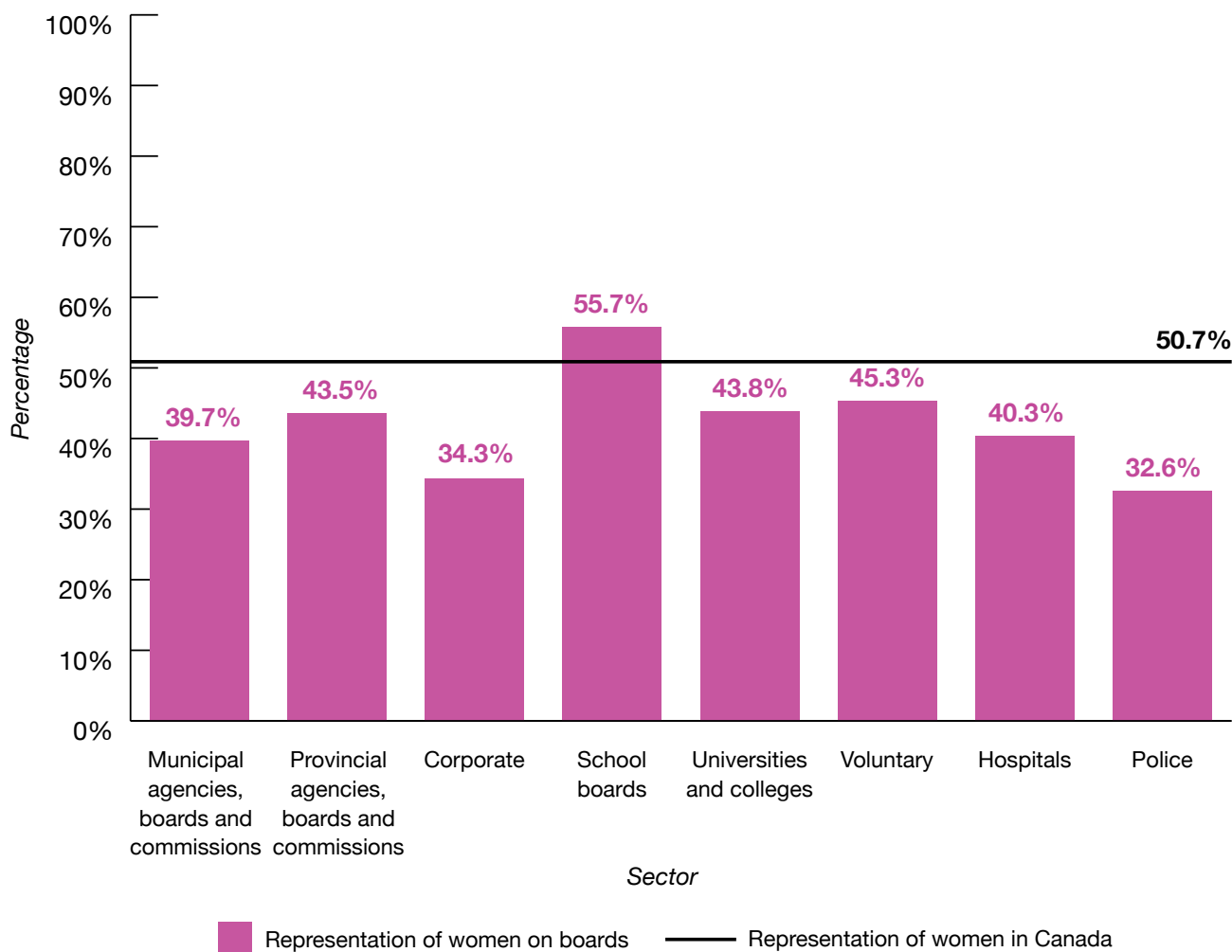
Sectoral variations also exist for racialized people and Black people (Figures 2 and 3). For example, the highest representation of racialized people was on boards of directors in the police sector (17.9%), followed by universities and colleges (14.4%). However, racialized people were severely under-represented on boards of directors in provincial ABCs (5.9%) and the corporate (7.6%) sector. More concerning is that racialized people are under-represented in all sectors relative to their representation in Canada's population. For example, boards of directors in provincial ABCs had the largest gap, with racialized people accounting for 5.9% of board positions despite being 21.9% of the Canadian population (Figure 2).

FIGURE 2

Representation of racialized people on boards of directors across sectors versus the Canadian population of racialized people
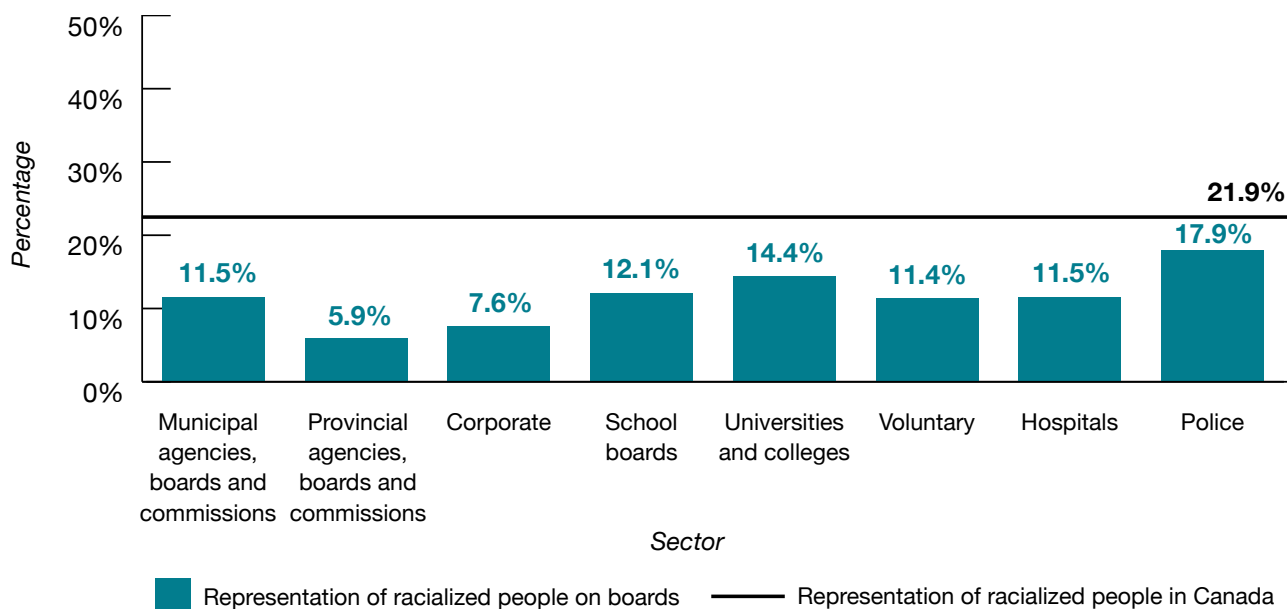
Note: For this study, our definition of racialized people excludes Black people. These categories were separated to provide a more in-depth understanding of the representation of these groups on boards.

There are also considerable variations when examining the representation of Black people on boards of directors across sectors (Figure 3). For example, Black people have the highest representation on boards of directors in the police sector (6.3%) and universities and colleges (6.2%). Interestingly, these values are also higher than the representation of Black people in Canada (4.2%). However, like racialized people, Black people are starkly under-represented on boards of directors in provincial ABCs and the corporate sector, accounting for only 2% and 2.8% of boards of directors, respectively.

FIGURE 3

Representation of Black people on boards of directors across sectors versus the population of Black people in Canada
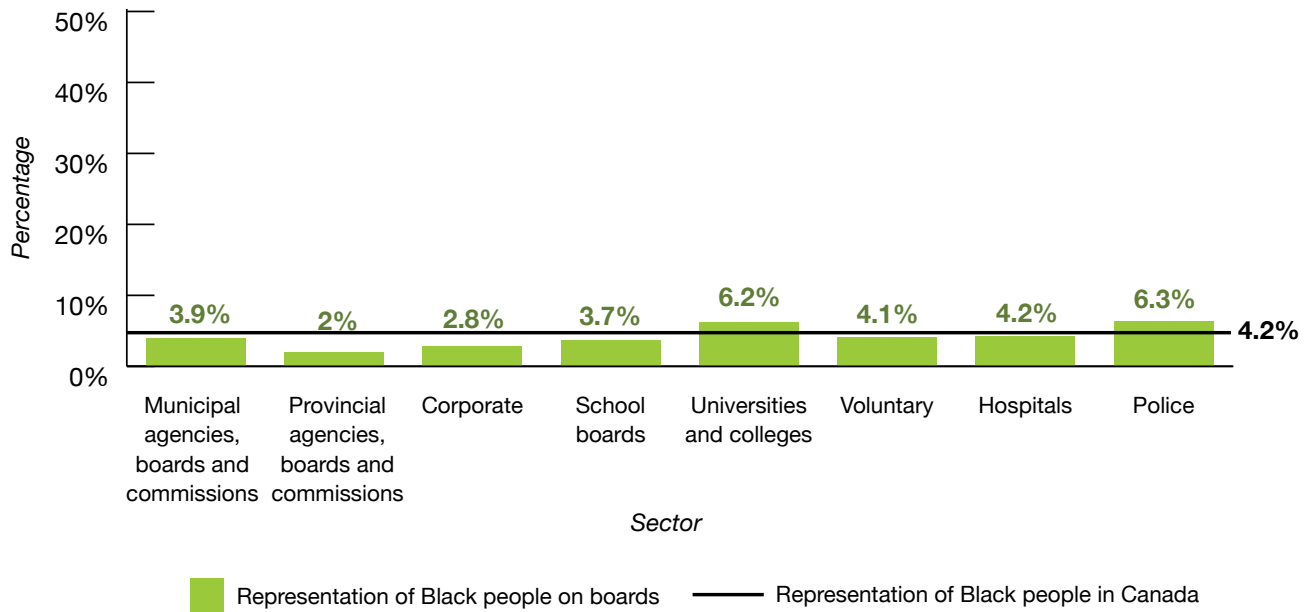
Our findings underscore the pressing need for increased diversity and inclusion efforts, particularly in sectors such as corporate and police boards, which generally have some of the lowest levels of diverse representation for all groups in all cities studied. However, it should be noted that this does not apply to racialized people on boards of directors in the police sector, where they account for 17.9% of board positions, the highest for this group.

Representation of racialized and Black women on boards of directors

An intersectional analysis reveals that racialized women and Black women are drastically under-represented across all sectors compared to non-racialized women (Table 4). Overall, non-racialized women (31.9%) outnumber racialized women and Black women (4.9% and 1.9%, respectively) across all sectors. Educational institutions, particularly boards of directors in universities and colleges, exhibit higher levels of diversity, with 46.1% non-racialized women, 6.4% racialized women and 3.2% Black women. Meanwhile, boards of directors in the corporate sector and provincial ABCs have the lowest representation across all groups of women. For example, non-racialized women account for 34.5% of boards of directors in the corporate sector compared to 2.8% of racialized women and 1.5% of Black women.

TABLE 4

Representation of diverse women on boards of directors across sectors versus the population of diverse groups in Canada

Sector	Non-Racialized Women (%)	Non-Racialized Women (n)	Racialized Women (%)	Racialized Women (n)	Black Women (%)	Black Women (n)	Board Members (n)
Municipal agencies, boards and commissions	29.5	601	6	122	1.7	35	2,037
Provincial agencies, boards and commissions	34.5	417	2.9	35	0.7	9	1,209
Corporate	28.9	613	2.8	59	1.5	31	2,123
School boards	46.1	210	6.4	29	1.3	6	456
Universities and colleges	32.8	426	6.2	81	3.2	41	1,298
Voluntary	33.2	686	5.9	122	2.4	49	2,064
Hospitals	31	337	4.8	52	2.3	25	1,088
Police	22.1	21	5.3	5	1.1	1	95
Overall representation on boards	**31.9**	**3,311**	**4.9**	**505**	**1.9**	**197**	**10,370**
Population representation in 2021	**36.4**	**–**	**11.2**	**–**	**2.1**	**–**	**–**

Note: For the purposes of this study, Black people are reported separately from racialized people to provide a more in-depth understanding of each group. N represents the number of people.

When examining the representation of racialized women on boards of directors by sector, we see that racialized women are under-represented in all sectors relative to their population in Canada (Figure 4). The largest gaps were in boards of directors in the provincial ABCs and the corporate sector, where racialized women accounted for 2.9% and 2.8% of boards of directors, respectively, compared to their 11.2% representation in the Canadian population.

FIGURE 4

Representation of racialized women on boards of directors across sectors versus the population of racialized women in Canada
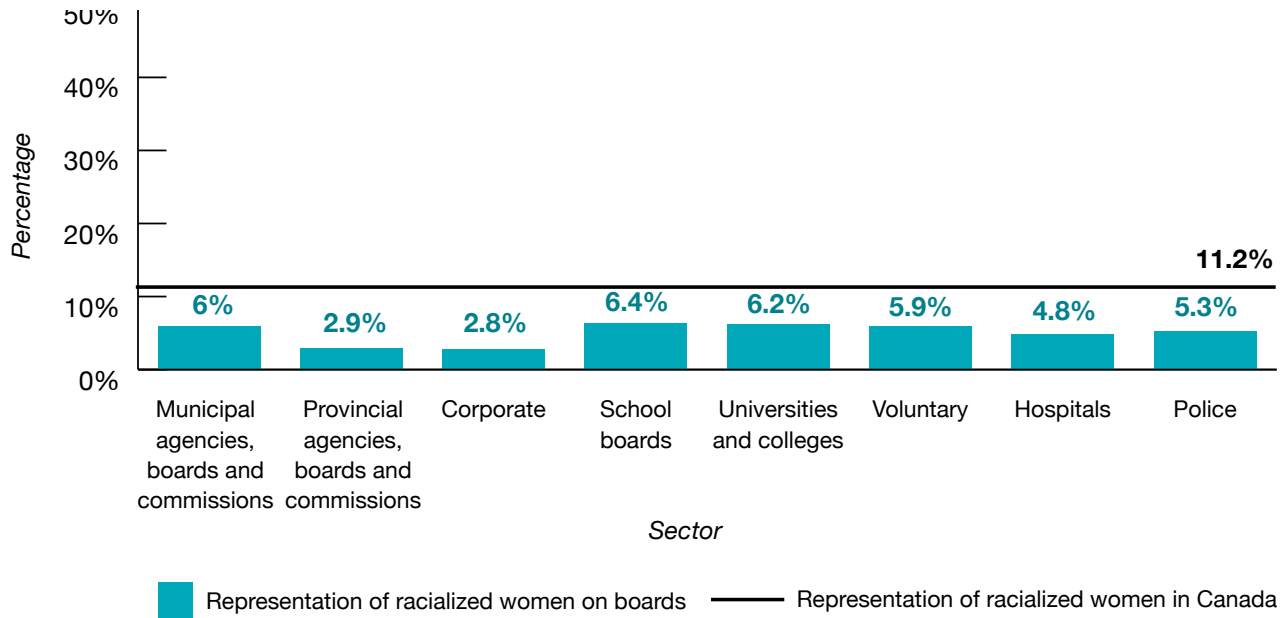
Note: For the purposes of this study, Black people are reported separately from racialized people to provide a more in-depth understanding of each group.

Black women are also under-represented; however, our sectoral analysis shows that they are well-represented on boards of directors in universities and colleges (3.2%), and in the voluntary sector (2.4%) and hospital sector (2.3%) relative to their representation in the Canadian population (Figure 5). Considerable gaps remain, particularly on boards of directors in provincial ABCs, where Black women account for 0.7% of board members compared to 2.1% of the population of Canada.

FIGURE 5

Representation of Black women on boards of directors across sectors versus the population of Black women in Canada

Legend: Representation of Black women on boards — Representation of Black women in Canada
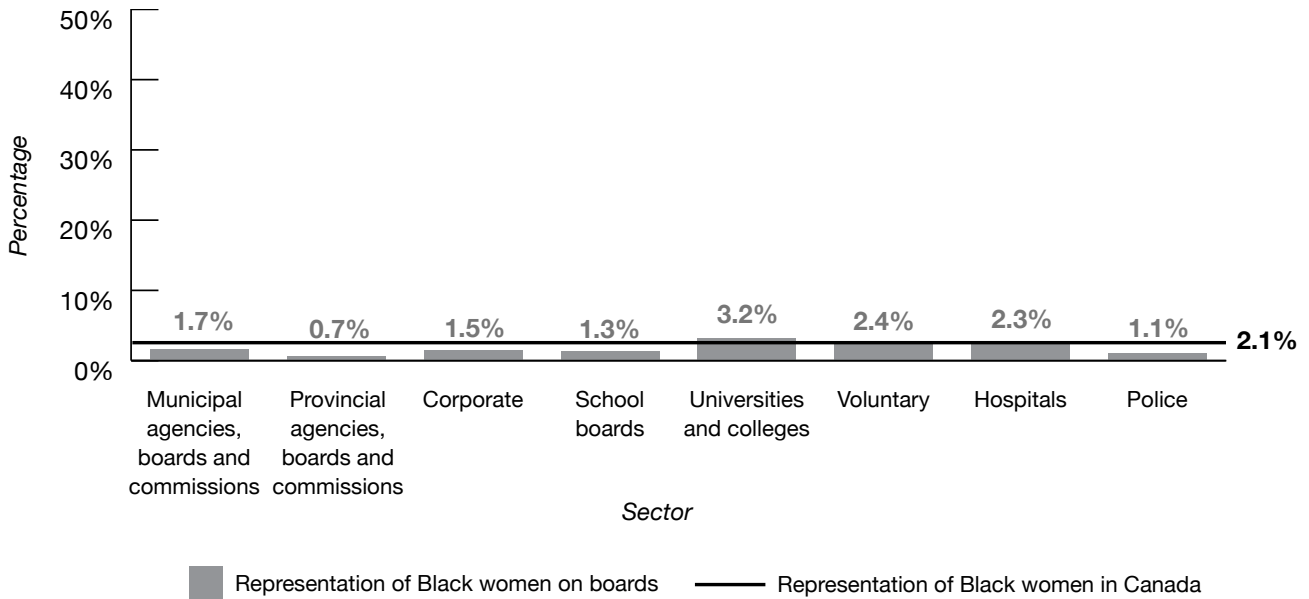
Overall, findings show similarities in sectoral variations on boards of directors for diverse women, with boards of directors in the corporate sector generally having some of the lowest levels of diverse representation for all women in all 10 cities studied. These findings underscore the pressing need for increased diversity and inclusion efforts in the corporate sector to ensure more equitable representation among diverse women.

Representation in senior management by sector

Our analysis revealed persistent disparities for women, racialized people and Black people in senior manager roles across sectors in all 10 Canadian cities studied (Table 5). Women account for 50.7% of the Canadian population yet hold only 39.5% of senior manager roles. Racialized people and Black people are also under-represented, holding 8.6% and 2.6% of senior manager roles, respectively, which is lower than their population representation (21.9% and 4.2%, respectively).

TABLE 5

Representation in senior management across sectors versus population of diverse groups in Canada

| Sector	Women (%)	Women (n)	Racialized People (%)	Racialized People (n)	Black People (%)	Black People (n)	Senior Management (n)
Municipal agencies, boards and commissions	45.7	211	6.7	31	3.9	18	462
Provincial agencies, boards and commissions	40	323	7.7	62	1	8	808
Corporate	23.3	561	10.2	246	1.5	35	2,411
School boards	48	177	8.4	31	9.5	35	369
Universities and colleges	47.9	456	7.7	73	3.4	32	952
Voluntary	58.2	567	9.2	90	3.6	35	974
Hospitals	50.6	418	10.4	86	2.9	24	826
Police	29.8	17	19.3	11	0	0	57
Deputy ministers or assistant deputy ministers	39.3	185	4.2	20	2.1	10	471
Municipal executives	36.4	195	4.7	25	0.7	4	536
Overall representation senior management	**39.5**	**3,110**	**8.6**	**675**	**2.6**	**201**	**7,866**
Population representation in 2021	**50.7**	**–**	**21.9**	**–**	**4.2**	**–**	**–**

Note: For the purposes of this study, Black people are reported separately from racialized people to provide a more in-depth understanding of each group. (See Appendix 1.) N represents the number of people; ABCs, agencies, boards and commission.

The gender imbalance in senior management becomes even more pronounced when we examine trends across sectors. There are some sectors where women have exceeded gender parity, such as senior manager roles in the voluntary (58.2%) and hospital (50.6%) sectors; however, they remain considerably under-represented as senior managers in the corporate (23.3%) and police (29.8%) sectors (Figure 6). Considerable disparities are also found when comparing the representation of women to the percentage of women residing in Canada. For example, a considerable gap is observed in senior managers in corporate sector, where the percentage of women senior managers is over two times smaller than their representation in Canada (23.3% vs. 50.7%). These disparities underscore the pressing need for sustained efforts to achieve gender balance in senior management across all sectors.

FIGURE 6

Representation of women in senior management across sectors versus the population of women in Canada

Legend: Representation of women in senior management — Representation of women in Canada

Our analysis also shows considerable disparities in senior management for racialized people, with notable differences in representation by sector (Figure 7). For example, racialized people account for 19.3% of senior managers in the police sector but only 4.2% of deputy ministers and assistant deputy ministers. More concerning is that their representation in senior management across all sectors is considerably lower than the percentage of racialized people living in Canada. The largest gaps exist in senior managers for deputy minister, assistant deputy minister and municipal executive positions; racialized people account for 4.2% and 4.7% of senior managers in these sectors, which is over four times smaller than their representation in the Canadian population (21.9%).

FIGURE 7

Representation of racialized people in senior management across sectors versus the population of racialized people in Canada
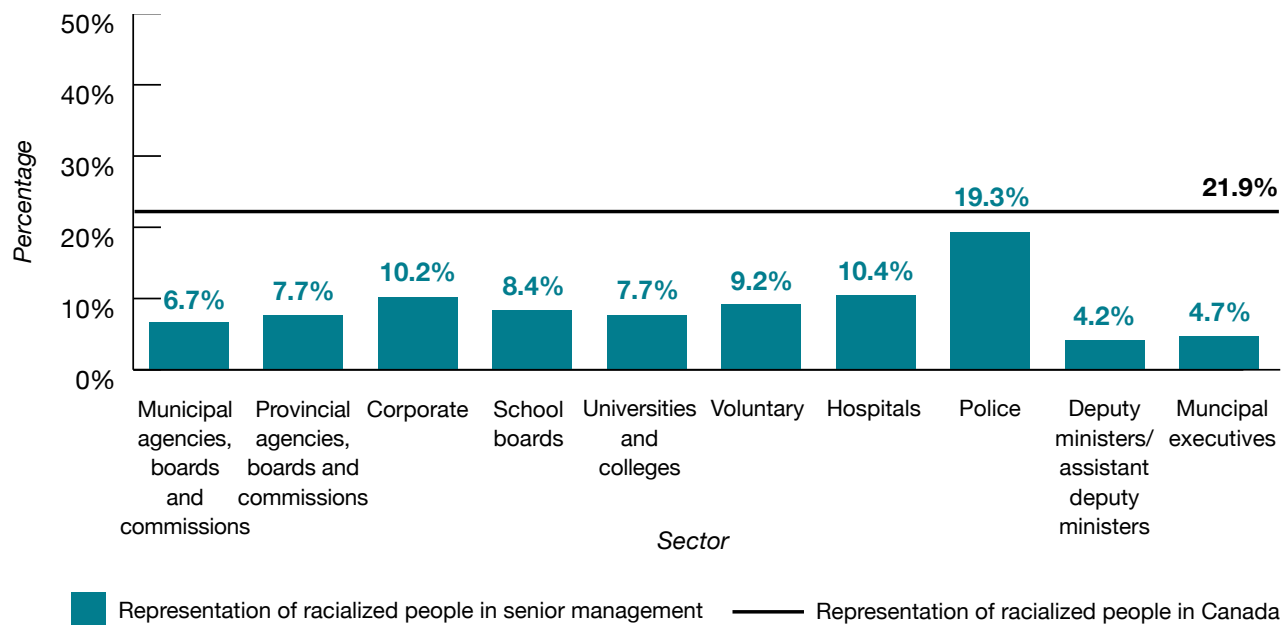
Note: Racialized people excludes Black people. These categories were separated to provide a more in-depth understanding of the representation of these racialized people in senior leadership roles.

Black people are also under-represented in most sectors relative to their population in Canada (Figure 8). For example, Black people account for 0.7% of municipal executives, 1% of provincial ABC senior managers and 1.5% of corporate senior managers, yet they account for 4.2% of the Canadian population. The only exception was in school boards, where Black people comprise 9.5% of senior managers, which is just over two times greater than their population in Canada.

Interestingly, when examining sectors across diverse groups, we found that while overall the representation of racialized people in senior management was greater than that of Black people, the opposite was found in school boards, where the proportion of Black people in senior manager roles was greater than that of racialized people (9.5% vs. 8.4%; Figures 7 and 8).

FIGURE 8

Representation of Black people in senior management across sectors versus the population of Black people in Canada

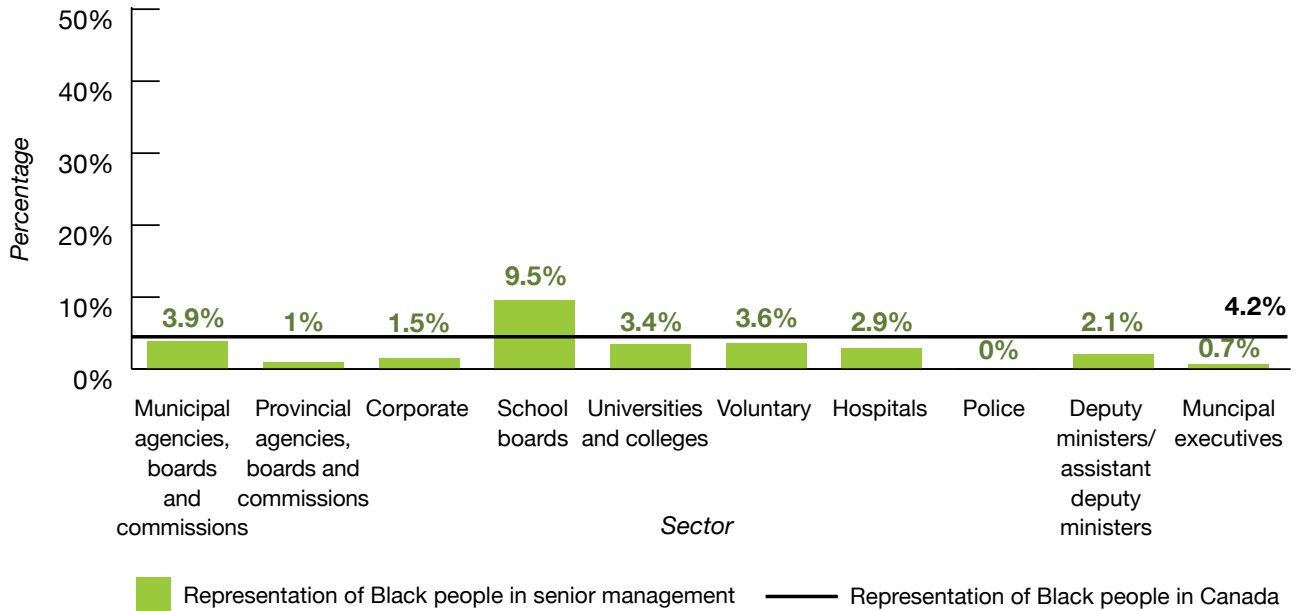Although differences exist by sector, corporate, police and municipal executive sectors have less diversity in senior management for all groups in all cities studied. Again, like boards, racialized people were an exception, with some of the highest representation for this group, comprising 19.3% of senior managers in the police sector and 10.2% senior managers in the corporate sector.

Representation of racialized and Black women in senior management by sector

An intersectional analysis highlights stark disparities in senior manager positions. We found that racialized women and Black women are drastically under-represented in senior management compared to non-racialized women (Table 6). Across all sectors,

non-racialized women account for 33.8% of senior managers, which is over 10 times higher than racialized women (3.2%) and 26 times higher than Black women (1.3%).

We also see considerable differences across sectors. For example, racialized women account for 5.1% of senior managers in the voluntary sector but only 2.4% of senior managers in the municipal ABC and corporate sectors. By contrast, Black women have the highest level of representation of senior managers in school boards (4.9%) but only 0.4% of the corporate sector. Again, like Boards, racialized women are better represented across all sectors than Black women, except in school boards, where more Black women occupied senior manager roles than did racialized women (4.9% vs. 3.5%).

TABLE 6

Representation of diverse women in senior management versus the population of diverse groups in Canada

Sector	Non-Racialized Women (%)	Non-Racialized Women (n)	Racialized Women (%)	Racialized Women (n)	Black Women (%)	Black Women (n)	Senior Management (n)
Municipal agencies, boards and commissions	40.3	186	2.4	11	1.7	8	462
Provincial agencies, boards and commissions	34.2	276	3.3	27	0.5	4	808
Corporate	19.7	476	2.4	57	0.4	10	2,411
School boards	38.5	142	3.5	13	4.9	18	369
Universities and colleges	41	390	3.9	37	1.7	16	952
Voluntary	48.7	474	5.1	50	2.3	22	974
Hospitals	43.7	361	3.9	32	2.1	17	826
Police	21.1	12	3.5	2	0	0	57
Deputy ministers and assistant deputy ministers	35.2	166	2.3	11	0.8	4	471
Municipal executives	32.1	172	2.4	13	0.2	1	536
Overall representation of senior management	**33.8**	**2,655**	**3.2**	**253**	**1.3**	**100**	**7,866**
Population representation in 2021	**36.4**	–	**11.2**	–	**2.1**	–	–

Note: Racialized women excludes Black women. These categories were separated to provide a more in-depth understanding of the representation of these women in senior leadership roles.

When examining the representation of racialized women compared to their population in Canada, we see further disparities (Figure 9). For example, racialized women account for 2.4% of senior managers in municipal ABCs, in the corporate sector and as municipal executives, which is over 4.5 times smaller than their representation in the Canadian population (11.2%).

FIGURE 9

Representation of racialized women in senior management versus the population of racialized women in Canada
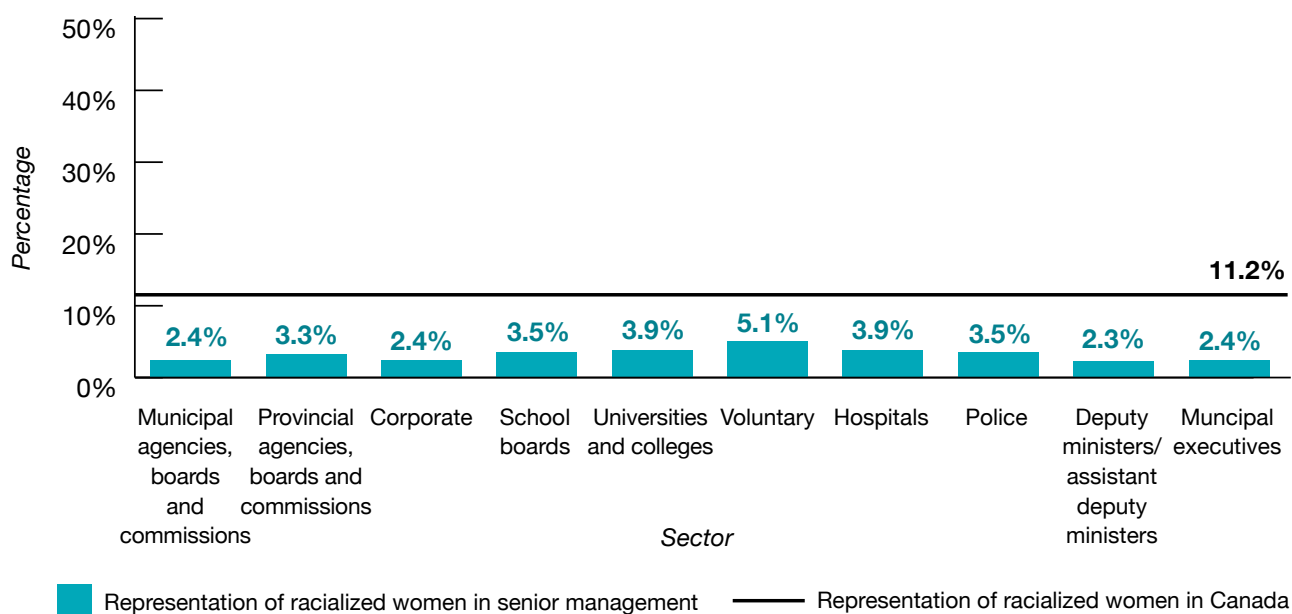
Note: Racialized women excludes Black women. These categories were separated to provide a more in-depth understanding of the representation of these women in senior leadership roles.

Black women are also under-represented in senior management across sectors; however, our sectoral analysis shows that they are well represented as senior managers on school boards (4.9%) and in the voluntary sector (2.3%) relative to their representation in the Canadian population (Figure 10).

Considerable gaps in representation do exist, particularly in the corporate sector, where Black women account for 0.4% of senior managers yet are 2.1% of the Canadian population.

FIGURE 10

Representation of Black women in senior management versus the population of Black women in Canada

Legend:
- �In Representation of Black women in senior management
- — Representation of Black women in Canada

Data shown in chart (Sector: Percentage):
- Municipal agencies, boards and commissions: 1.7%
- Provincial agencies, boards and commissions: 0.5%
- Corporate: 0.4%
- School boards: 4.9%
- Universities and colleges: 1.7%
- Voluntary: 2.3%
- Hospitals: 2.1%
- Police: 0%
- Deputy ministers/ assistant deputy ministers: 0.8%
- Muncipal executives: 0.2%
- Representation of Black women in Canada line: 2.1%

Overall, findings show similarities in sectoral variations in senior management for diverse women, with senior managers in the corporate sector having some of the lowest levels of diverse representation for all women across sectors in all cities studied. These findings reinforce the need for intentional diversity and inclusion efforts to break down barriers preventing diverse women from engaging in senior leadership roles.
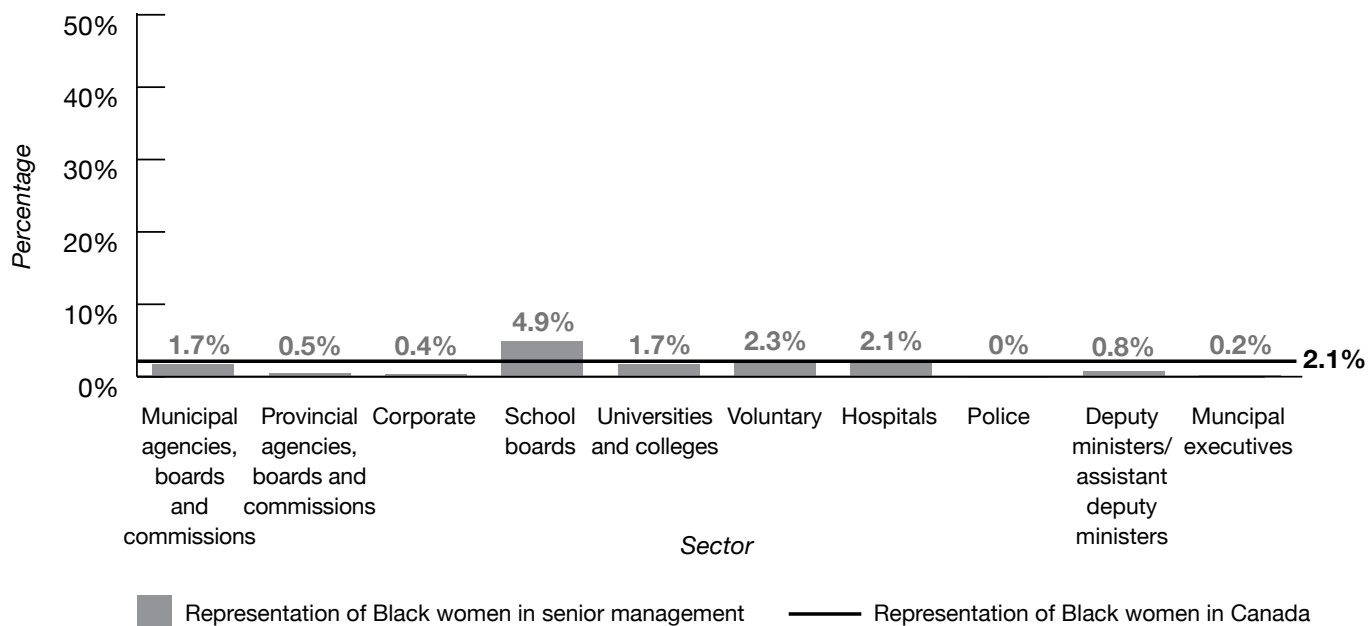
Comparisons over time

Here, we compare the representation of women, racialized people and Black people on boards of directors between 2020 and 2023. Data from the 2020 *DiversityLeads* project[50] was leveraged; however, it only included eight of the 10 cities analyzed in this report (i.e., Calgary, Halifax, Hamilton,

London, Montreal, Ottawa, Toronto and Vancouver). While the datasets are not identical in the two time frames (e.g., different sample sizes, different organizations, different sectors), we can make some comparisons.

While there have been positive shifts in the representation of women on boards of directors from 2020 to 2023, disparities in women's representation continue to exist (Figure 11). Notably, the representation of women has considerably increased on boards of directors in the corporate sector (a 9 percentage point increase to 34.3% from 25.3%) and school boards (an 8.4 percentage point increase to 55.7% from 47.3%; Table 7). However, this was not the case with boards of directors in provincial and municipal ABC sectors, which have experienced a decline in the representation of women (39.7% from

43.6% for municipal ABCs, and 43.5% from 46.2% for provincial ABCs). When examining the data by city, we found that cities with the largest overall increase in representation of women were Toronto (to 43.2% from 38.8%), Calgary (to 45.6% from 41.6%) and Vancouver (to 45.6% from 39.6%).

FIGURE 11

Comparisons across sectors for women on boards (2020 to 2023)
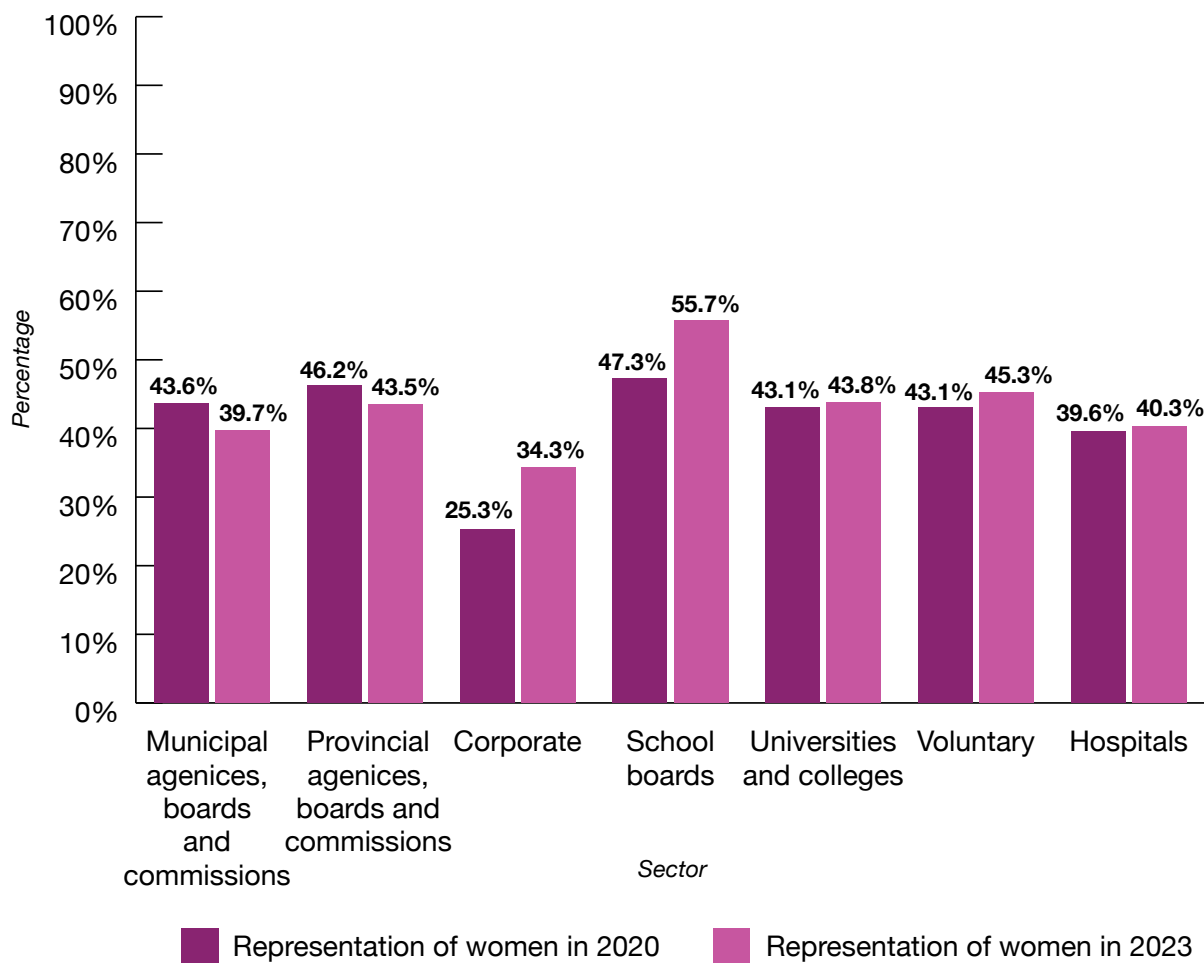
TABLE 7

Comparison across sectors for women on boards, 2020 to 2023

Sector	Women on Boards in 2020 (%)	Women on Boards in 2023 (%)	Change (Percentage Points)
Municipal agencies, boards and commissions	43.6	39.7	-3.9
Provincial agencies, boards and commissions	46.2	43.5	-2.7
Corporate	25.3	34.3	9
School boards	47.3	55.7	8.4
Universities and colleges	43.1	43.8	0.7
Voluntary	43.1	45.3	2.2
Hospitals	39.6	40.3	0.7
Overall representation	40.8	41.4	0.6%

As for racialized people, we generally see a decline in their representation on boards of directors from 2020 to 2023 (Figure 12). Only two sectors saw an increase in representation on boards of directors: school boards (a 3.7 percentage point increase to 12.1% from 8.4%) and the corporate sector (a 3.1 percentage point increase to 7.6% from 4.5%; Table 8). All other sectors have experienced a decrease in representation, with the largest being in boards of directors at provincial ABCs (a 2.5 percentage point decrease to 5.9% from 8.4%). The representation of racialized people on boards of directors in universities and colleges and the voluntary sector has remained relatively stable from 2020 to 2023, with only a 0.2% decrease.

FIGURE 12

Comparisons across sectors for racialized on boards of directors, 2020 to 2023
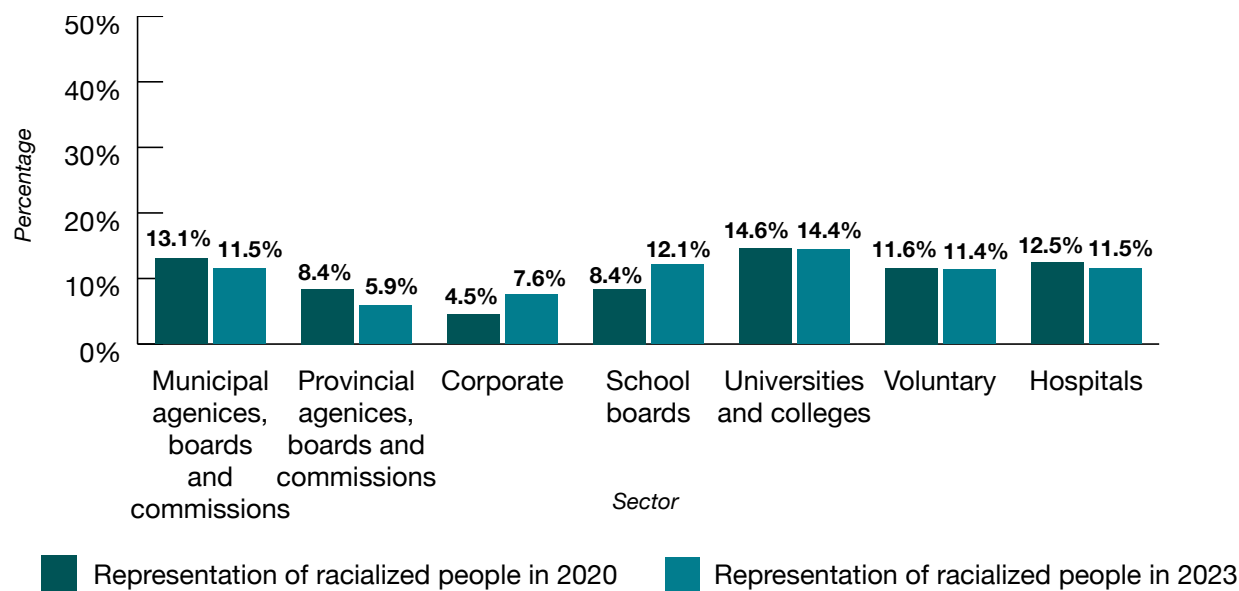
Note: Racialized women excludes Black women. These categories were separated to provide a more in-depth understanding of the representation of these women in senior leadership roles.

TABLE 8

Comparisons across sectors for racialized people on boards of directors, 2020 to 2023

Sector	Racialized People on Boards in 2020 (%)	Racialized People on Boards in 2023 (%)	Change (Percentage Points)
Municipal agencies, boards and commissions	13.1	11.5	-1.6
Provincial agencies, boards and commissions	8.4	5.9	-2.5
Corporate	4.5	7.6	3.1
School boards	8.4	12.1	3.7
Universities and colleges	14.6	14.4	-0.2
Voluntary	11.6	11.4	-0.2
Hospitals	12.5	11.5	-1
Overall representation	10.4	10.5	0.1

Note: Racialized people excludes Black people. These categories were separated to provide a more in-depth understanding of the representation of these groups in senior leadership roles.

Despite considerable disparities in the representation of Black people on boards of directors, a comparison of data between 2020 and 2023 shows that their representation on boards has increased across all sectors (Figure 13). The most prominent increases are seen for boards of directors in universities and colleges (a 3.5 percentage point increase to 6.2% from 2.7%), school boards (a 2.7 percentage point increase to 3.7% from 1%) the corporate sector (a 2 percentage point increase to 2.8% from 0.8%; Table 9).

FIGURE 13

Comparisons across sectors for Black people on boards of directors, 2020 to 2023

Legend:
- Representation of Black people in 2020
- Representation of Black people in 2023

Values by sector:
- Municipal agenices, boards and commissions: 2.9% / 3.9%
- Provincial agenices, boards and commissions: 1.6% / 2%
- Corporate: 0.8% / 2.8%
- School boards: 1% / 3.7%
- Universities and colleges: 2.7% / 6.2%
- Voluntary: 1.9% / 4.1%
- Hospitals: 1.9% / 4.2%
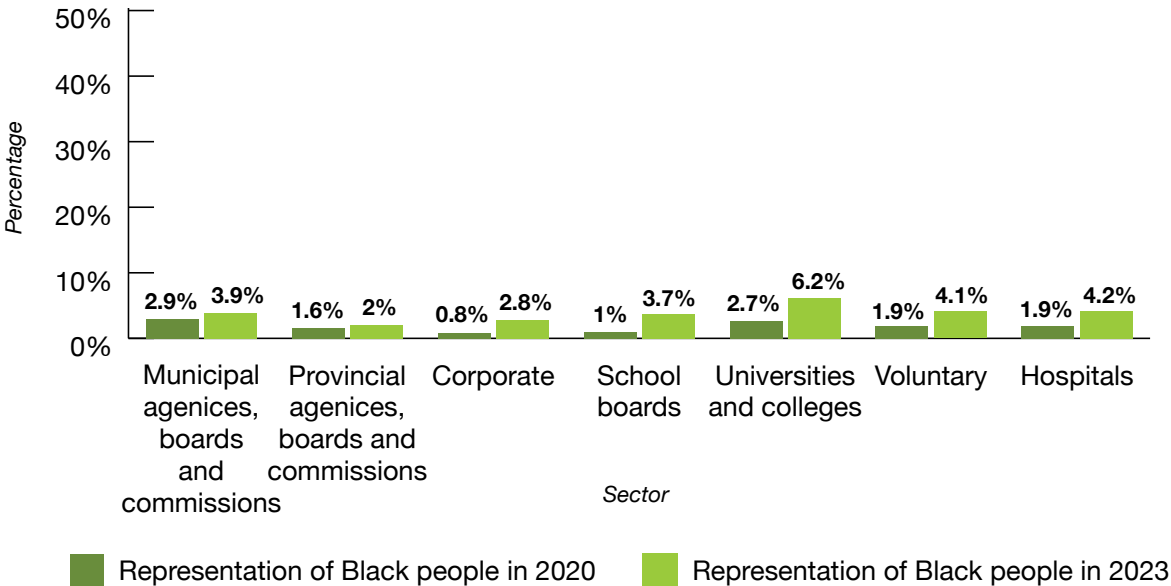
TABLE 9

Comparison across sectors for Black people on boards of directors, 2020 to 2023

Sector	Black People on Boards in 2020 (%)	Black People on Boards in 2023 (%)	Change (Percentage Points)
Municipal agencies, boards and commissions	2.9	3.9	1
Provincial agencies, boards and commissions	1.6	2	0.4
Corporate	0.8	2.8	2
School boards	1	3.7	2.7
Universities and colleges	2.7	6.2	3.5
Voluntary	1.9	4.1	2.2
Hospitals	1.9	4.2	2.3
Overall representation	2	3.8	1.8

Representation of municipal councillors

Disparities also exist in the representation of women, racialized people and Black people in municipal councillor positions in the 10 cities studied (Table 10). Women have yet to achieve parity in these roles, accounting for only 39.6% of municipal councillors. The situation is far worse for racialized people and Black people, who only represent 7.2% and 2.8% of municipal councillor positions, respectively.

*Across all 10 cities, **women make up a relatively consistent proportion of Canada's population.** However, the proportion of racialized people and Black people varies considerably.*

TABLE 10

Representation of municipal councillors versus population categories in Canada

Sector	Women (%)	Women (n)	Racialized People (%)	Racialized People (n)	Black People (%)	Black People (n)	Municipal Councillors (n)
Municipal councillors	39.6	126	7.2	23	2.8	9	318
Population representation in 2021	50.7	–	21.9	–	4.2	–	–

Note: Racialized people excludes Black people. These categories were separated to provide a more in-depth understanding of the representation of these groups in senior leadership roles. N represents number.

Overall representation by city

When comparing the representation of women, racialized people and Black people on boards of directors and senior management teams, it is crucial to consider local demographics. Across all 10 cities, women make up a relatively consistent proportion of Canada's population, about 51% in 2021.[51] However, the proportion of racialized people and Black people varies considerably. For example, the representation of racialized people ranges from 11.3% in Halifax to 52.2% in Vancouver, whereas that of Black people ranges from 1.6% in Vancouver to 7.9% in Montreal and Toronto. Considering this, we anticipated variations in the representation of racialized people and Black people on boards and senior management teams across the cities.

Representation of women

Despite women accounting for roughly one-half of the population of each city studied, their representation on boards of directors varies considerably (Table 11). For example, in Ottawa, where women comprise 51.1% of the population, they hold 47.2% of board positions, indicating progress toward achieving gender parity. Other cities had much larger differences. For example, in Toronto, women account for 39.5% of boards of directors despite representing 51.1% of the local population. Similarly, in Halifax, 51% of the population are women, yet women only hold 38.4% of board positions. These variations highlight uneven progress in achieving gender parity on boards across the 10 cities studied.

TABLE 11

Representation of women on boards of directors across cities versus the population of women in each city

City	Population of Women (%)	Women on Boards (%)	Women on Boards (n)	Total Board Members (n)
Calgary	50	40.2	621	1,543
Edmonton	50.2	40.8	326	799
Halifax	51	38.4	251	654
Hamilton	51.2	42.5	153	360
London	51.1	42.7	119	279
Montreal	51	40.2	647	1,611
Ottawa	51.1	47.2	239	506
Toronto	51.1	39.5	777	1,965
Vancouver	51	43.6	735	1,686
Winnipeg	50.6	43.6	422	967
Overall representation	**50.7**	**41.4**	**4,290**	**10,370**

While the overall representation of women in senior manager positions is relatively low (39.5%), their representation varies considerably by city (Table 12). Halifax has not only exceeded not only gender parity, with 55.9% of women in senior management, but their representation also exceeds the local population of women (51%). The representation of women in senior manager roles in Ottawa and Hamilton is also relatively close to the percentage of women residing in these cities (49.7% vs. 51.1% in Ottawa and 49.7%, vs. 51% in Hamilton). Other cities have a considerable gap in the representation of women in senior management compared to their local population, including Calgary (32.7% vs. 50%), Toronto (36.5% vs. 51%) and Montreal (39.4% vs 51%).

TABLE 12

Representation of women in senior management across cities versus the population of women in each city

City	Population of Women (%)	Women in Senior Management (%)	Women in Senior Management (n)	Total Senior Management (n)
Calgary	50	32.7	346	1,057
Edmonton	50.2	47.7	132	277
Halifax	51	55.9	119	213
Hamilton	51.2	49.7	83	167
London	51.1	46.3	68	147
Montreal	51	39.4	668	1,694
Ottawa	51.1	49.7	168	338
Toronto	51.1	36.5	782	2,145
Vancouver	51	40.1	457	1,141
Winnipeg	50.6	41.8	287	687
Overall representation	**50.7**	**39.5**	**3,110**	**7,866**

Representation of racialized people

Our analysis found that racialized people are under-represented on boards of directors across all 10 cities studied, even in places with higher populations of racialized people (Table 13). For example, in Toronto, racialized people account for 48.6% of the local population but only 15.9% of board positions. In Vancouver, racialized people account for 52.2% of the local population but only 15.7% of board positions. Boards in Calgary also have considerable under-representation of racialized people, accounting for 9.9% of board members, yet they comprise 33.2% of the local population. Cities with smaller racialized communities also lag behind compared to their local population: Halifax (4% on boards vs. 11.3% of the population), Hamilton (8.1% vs. 19%) and London (7.9% vs. 19.6%).

TABLE 13

Representation of racialized people on boards of directors across cities versus city population of racialized people

City	Population of Racialized People (%)	Racialized People on Boards (%)	Racialized People on Boards (n)	Total Board Members (n)
Calgary	33.2	9.9	153	1,543
Edmonton	26.9	10.3	82	799
Halifax	11.3	4	26	654
Hamilton	18.9	8.1	29	360
London	19.6	7.9	22	279
Montreal	18.7	5.5	88	1,611
Ottawa	21.5	8.5	43	506
Toronto	48.6	15.9	313	1,965
Vancouver	52.2	15.7	264	1,686
Winnipeg	26	6.9	67	967
Overall representation	**21.9**	**10.5**	**1,087**	**10,370**

Note: For the purposes of this study, Black people are reported separately from racialized people to provide a more in-depth understanding of each group. (See Appendix 1.) ABCs represents agencies, boards and commissions.

Racialized people fare worse in senior management across the 10 cities studied (Table 14). In Toronto and Vancouver, cities with highly racialized populations, we find a stark under-representation of these groups in senior manager roles. For example, only 15.2% of senior manager roles are occupied by racialized people in Toronto, where 48.6% of the population is racialized. In Vancouver, 52.2% of people are racialized but they account for only 11.2% of these roles. Disparities persist in cities with smaller racialized populations, including Halifax (11.3% vs. 3.3%), London (19.6% vs. 4.1%) and Montreal (18.7% vs. 2.4%). These differences are concerning and reinforce that accessing talent is not the issue, but instead, internal policies and practices are creating barriers for racialized people.

TABLE 14

Representation of racialized people in senior management across cities versus the population of racialized people in each city

City	Population of Racialized People (%)	Racialized People in Senior Management (%)	Racialized People in Senior Management (n)	Total Senior Management (n)
Calgary	33.2	6.7	71	1,057
Edmonton	26.9	8.7	24	277
Halifax	11.3	3.3	7	213
Hamilton	18.9	4.8	8	167
London	19.6	4.1	6	147
Montreal	18.7	2.4	41	1,694
Ottawa	21.5	5.9	20	338
Toronto	48.6	15.2	326	2,145
Vancouver	52.2	11.2	128	1,141
Winnipeg	26	6.4	44	687
Overall representation	**21.9**	**8.6**	**675**	**7,866**

Note: For the purposes of this study, Black people are reported separately from racialized people to provide a more in-depth understanding of each group. (See Appendix 1.) ABCs represents agencies, boards and commissions.

Representation of Black people

Black people are also deeply underrepresented on boards of directors across the 10 Canadian cities studied relative to their local population (Table 15). For example, in Toronto, Black people make up 7.9% of the population and hold 6.4% of board positions. However, this is not the case with cities with similar size Black communities; for example, Montreal (7.9% vs. 4.6%) and Ottawa (7.6% and 4.9%). Cities with smaller Black communities also show disparities. For example, in London, Black people account for 3.5% of the population but only 1.8% of people on boards of directors. In Hamilton, Black people make up 4.3% of the Black population yet only 3.6% of board positions. Interestingly, Black people are well represented on boards relative to their population in Vancouver (2.1% vs. 1.6%).

TABLE 15

Representation of Black people on boards of directors across cities versus the population of Black people in each city

City	Population of Black People (%)	Black People on Boards (%)	Black People on Boards (n)	Total Board Members (n)
Calgary	5.1	2.2	34	1,543
Edmonton	5.7	3.3	26	799
Halifax	4.5	3.4	22	654
Hamilton	4.3	3.6	13	360
London	3.5	1.8	5	279
Montreal	7.9	4.6	74	1,611
Ottawa	7.6	4.9	25	506
Toronto	7.9	6.4	125	1,965
Vancouver	1.6	2.1	35	1,686
Winnipeg	4.9	3.8	37	967
Overall representation	**4.2**	**3.8**	**396**	**10,370**

The situation is bleaker for Black people on senior management teams (Table 16). Despite cities like Toronto and Montreal having the largest Black communities, they represent only a small fraction of senior managers. In Toronto, 7.9% of the population is Black, yet only 4.8% of Black people hold senior manager roles. For example, only 2.2% of senior manager roles are occupied by Black people in Montreal, where 7.9% of the population is Black. Similarly, Ottawa has a Black population of 7.6%, yet their representation in senior management is almost one-half the size (3.6%). Interestingly, Vancouver and London, which have smaller Black communities, are making progress. In London, 3.5% of the population is Black, and they hold 3.4% of senior manager roles. Vancouver has a Black population of 1.6%, and Black people hold 1.1% of these roles.

TABLE 16

Representation of Black people on senior management teams across cities versus the population of Black people in each city

City	Population of Black People (%)	Black People in Senior Management (%)	Black People in Senior Management (n)	Total Senior Management (n)
Calgary	5.1	1.1	12	1,057
Edmonton	5.7	1.1	3	277
Halifax	4.5	1.9	4	213
Hamilton	4.3	2.4	4	167
London	3.5	3.4	5	147
Montreal	7.9	2.2	38	1,694
Ottawa	7.6	3.6	12	338
Toronto	7.9	4.8	102	2,145
Vancouver	1.6	1.1	13	1,141
Winnipeg	4.9	1.2	8	687
Overall representation	**4.2**	**2.6**	**201**	**7,866**

Key highlights

Equitable representation of women, racialized people and Black people is still lacking across all sectors and cities to varying degrees. While differences in representation were found across cities and sectors, these variations highlight regional and sector-specific disparities. At the same time, the variation within sectors suggests that this issue is not necessarily the talent pool but rather the intentionality, policies and processes that organizations employ.

Women

Women account for 50.7% of the Canadian population, yet only 41.4% of boards of directors and 39.5% of senior manager positions across sectors in the 10 cities studied. No city has reached or exceeded gender parity on boards. Ottawa is close, with 47.2% of women on boards of directors,

which is still smaller than the percentage of women residing in the city (51.1%). In senior management, women, who comprise 51% of Halifax's population, have exceeded gender parity in the city, accounting for 55.9% of senior managers. Women have achieved gender parity on boards of directors in school boards (55.7%) as well as in senior manager roles in voluntary (58.2%) and hospital (50.6%) sectors; however, they remain considerably under-represented in the corporate sector (34.3% on boards of directors and 23.3% in senior manager roles). Additionally, five sectors saw increased representation of women on boards of directors from 2020 to 2023, especially the corporate sector, which increased by 9 percentage points (to 34.3% from 25.3%).

Racialized people

For racialized people the situation is bleaker. Despite accounting for 21.9% of the Canadian population, they hold only 10.5% of board positions and 8.6% of senior manager positions across sectors in the 10 cities studied. The sector with the highest representation of racialized people on boards of directors was the police (17.9%), and the lowest was provincial ABCs (5.9%). These findings are somewhat consistent for senior management, where the sector with the highest representation was the police sector (19.3%), and the lowest was deputy ministers and assistant deputy ministers (4.2%). More alarming is that racialized people are under-represented in all sectors on boards and in senior management roles compared to their representation in Canada's population. Only two sectors saw increased representation since 2020: boards of directors in school boards and the corporate sector.

Black people

Black people continue to be significantly under-represented on boards of directors and senior management and are generally outnumbered by other racialized groups, highlighting the need to continue tracking the progress of this population. Despite Black people accounting for 4.2% of the Canadian population, they hold only 3.8% of board positions and 2.6% of senior manager positions across the 10 cities studied. For boards, the sector with the highest representation was the police (6.3%), and the lowest was provincial ABCs (2%). Interestingly, the representation of Black people on boards in the police sector and at universities and colleges (6.3% and 6.2%, respectively) was higher than the percentage of Black people residing in Canada (4.2%). School boards had the highest representation of Black people (9.5%) in senior management, which was higher than their representation in the Canadian population (4.2%) and the percentage of racialized people in these roles (8.4%). Additionally, slight progress has been made since 2020, with all sectors seeing an increase in representation on boards of directors, most notably in universities and colleges, which increased the representation by 3.5 percentage points.

Intersectional variations

Our analysis showed persistent disparities for racialized women and Black women in leadership positions. We found that non-racialized women outnumber racialized women and Black women by a wide margin. Non-racialized women account for 31.9% of boards of directors, which is considerably higher than that for racialized women (4.9%)

and Black women (1.9%). Racialized women are also drastically underrepresented on boards of directors and senior management across all sectors relative to their representation in Canada's population; they account for 11.2% of Canada's population but only 2.8% of boards of directors and 2.4% of senior managers in the corporate sector.

Black women are also generally under-represented on boards of directors relative to their representation in Canada (2.1%), except for in the hospital sector (2.3%), voluntary sector (2.4%), and universities and colleges (3.2%). In senior manager roles, Black women meet or exceed proportional representation relative to their population in school boards (4.9%), the voluntary sector (2.3%) and the hospital sector (2.1%).

Sectoral variations

Corporate and police sectors tend to have the most acute lack of diversity for all groups. For example, on boards of directors in the corporate sector, women account for 34.3% of board members, while racialized people and Black people account for 7.6% and 2.8%, respectively. That said, the percentage of these groups in leadership roles has improved somewhat since the 2020 DiversityLeads report, particularly on boards of directors. For example, the representation of women on boards of directors has increased by 9% to 34.3% in 2023 from 25.3% in 2020. Perhaps this slight increase may be attributed to recent legislation and voluntary codes adopted across Canada.

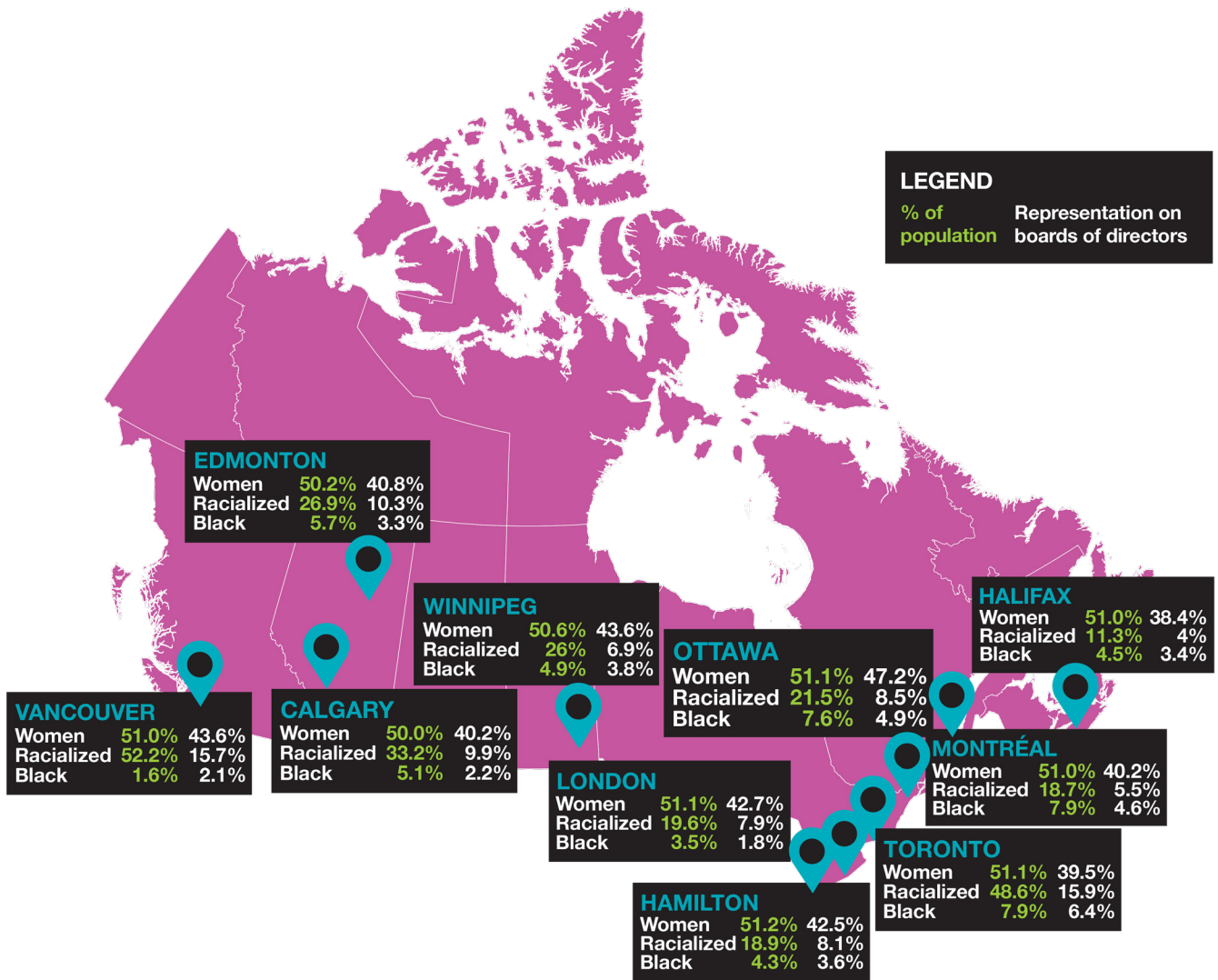The police sector also has a lack of diversity. This sector had the lowest representation

of women (32.6% on boards of directors and 29.8% of senior managers) and Black people (6.3% on boards of directors and 0% of senior managers); however, it should be noted that this does not apply to racialized people in the police sector, who account for 17.9% of board positions and 19.3% of senior management roles, the highest for this group.

City variations

Overall, the demographic diversity of the 10 cities' populations tends to be higher than that seen on boards of directors and in senior management. Despite women representing about one-half of the population of each city studied, their representation on boards varies (Figure 14). Only Ottawa is close to achieving gender parity (47.2% in board or senior leadership vs. a population of 51.1%).

Other cities demonstrate a considerable gap; for example, in Toronto, women account for 39.5% of board positions, yet are 51.1% of the local population. These gaps persist for racialized people and Black people. Even though cities like Toronto and Vancouver have high proportions of racialized people, they are significantly under-represented on boards of directors. In Toronto, 48.6% are racialized people, yet only 15.9% of board members are racialized. These trends persist for Black people, with the representation of Black people within cities generally being higher than on boards. For example, Black people in Montreal comprise 7.9% of the population but only 4.6% of people on boards are Black. Vancouver is an exception, with Black people being well represented on boards compared to their population in Vancouver (2.1% vs. 1.6%).

FIGURE 14

Representation on boards in 10 Canadian cities

LEGEND

% of population | Representation on boards of directors

EDMONTON
Women	50.2%	40.8%
Racialized	26.9%	10.3%
Black	5.7%	3.3%

WINNIPEG
Women	50.6%	43.6%
Racialized	26%	6.9%
Black	4.9%	3.8%

HALIFAX
Women	51.0%	38.4%
Racialized	11.3%	4%
Black	4.5%	3.4%

OTTAWA
Women	51.1%	47.2%
Racialized	21.5%	8.5%
Black	7.6%	4.9%

VANCOUVER
Women	51.0%	43.6%
Racialized	52.2%	15.7%
Black	1.6%	2.1%

CALGARY
Women	50.0%	40.2%
Racialized	33.2%	9.9%
Black	5.1%	2.2%

MONTRÉAL
Women	51.0%	40.2%
Racialized	18.7%	5.5%
Black	7.9%	4.6%

LONDON
Women	51.1%	42.7%
Racialized	19.6%	7.9%
Black	3.5%	1.8%

TORONTO
Women	51.1%	39.5%
Racialized	48.6%	15.9%
Black	7.9%	6.4%

HAMILTON
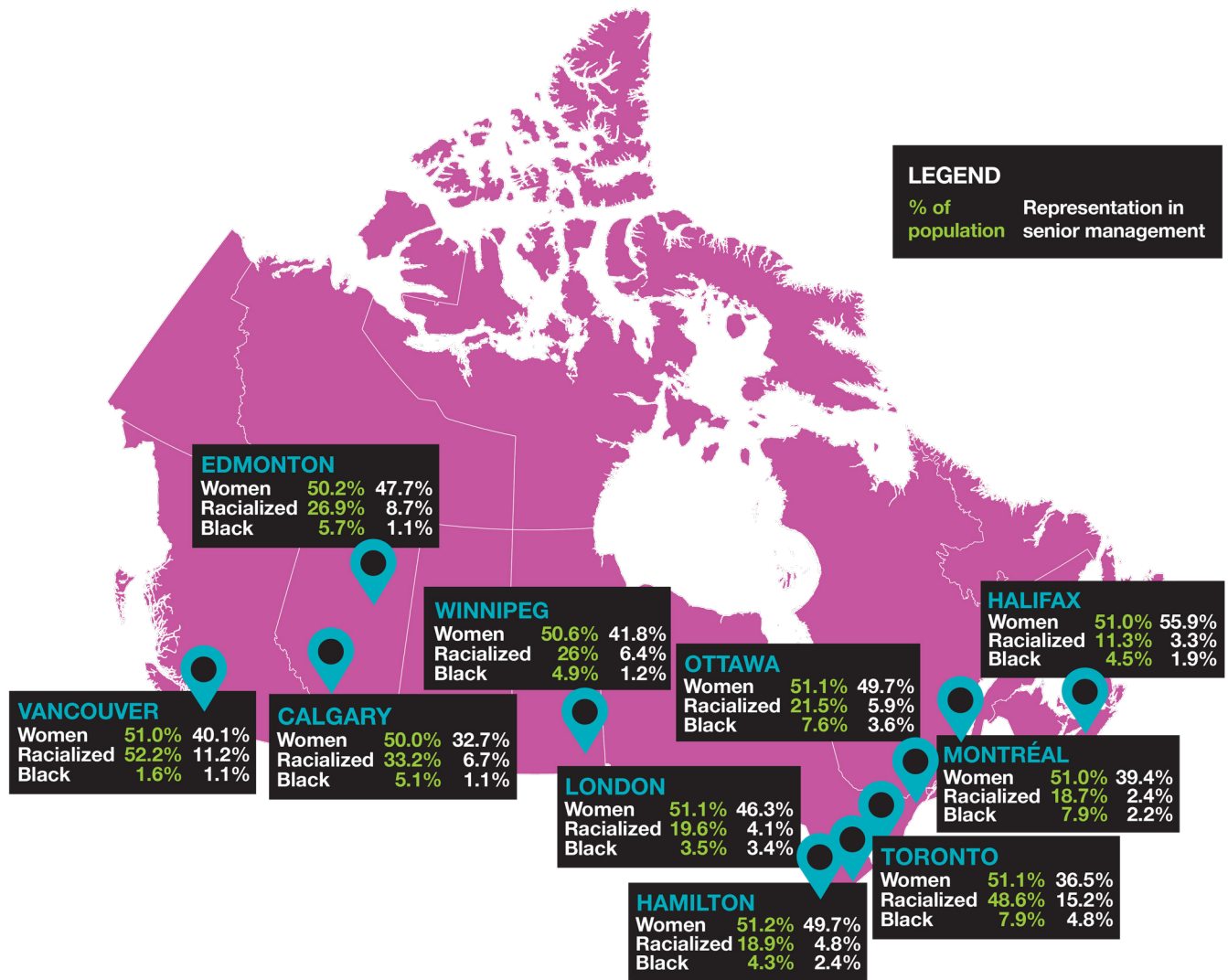|		
Women	51.2%	42.5%
Racialized	18.9%	8.1%
Black	4.3%	3.6%

Note: For the purposes of this study, Black people are reported separately from racialized people to provide a more in-depth understanding of each group.

The situation is similar in senior management roles (Figure 15). For women, Halifax is the only city where the representation of women in senior management exceeds the local population (55.9% vs. 51%). Racialized people also fare worse, especially in cities with large, racialized populations. For example, in Toronto, 48.6% of the city is racialized, yet they only occupy 15.2% of senior manager roles. Black people are also significantly under-represented across Canada. For example, 7.6% of the population of Ottawa is Black; however, they only occupy 3.6% of senior management roles.

FIGURE 15

Representation in senior management in 10 Canadian cities

LEGEND

| % of population | Representation in senior management |

EDMONTON

Women	50.2%	47.7%
Racialized	26.9%	8.7%
Black	5.7%	1.1%

HALIFAX

Women	51.0%	55.9%
Racialized	11.3%	3.3%
Black	4.5%	1.9%

WINNIPEG

Women	50.6%	41.8%
Racialized	26%	6.4%
Black	4.9%	1.2%

OTTAWA

Women	51.1%	49.7%
Racialized	21.5%	5.9%
Black	7.6%	3.6%

VANCOUVER

Women	51.0%	40.1%
Racialized	52.2%	11.2%
Black	1.6%	1.1%

CALGARY

Women	50.0%	32.7%
Racialized	33.2%	6.7%
Black	5.1%	1.1%

MONTRÉAL

Women	51.0%	39.4%
Racialized	18.7%	2.4%
Black	7.9%	2.2%

LONDON

Women	51.1%	46.3%
Racialized	19.6%	4.1%
Black	3.5%	3.4%

TORONTO

Women	51.1%	36.5%
Racialized	48.6%	15.2%
Black	7.9%	4.8%

HAMILTON

Women	51.2%	49.7%
Racialized	18.9%	4.8%
Black	4.3%	2.4%

Note: For the purposes of this study, Black people are reported separately from racialized people to provide a more in-depth understanding of each group.

Strategies To Support Diversity and Inclusion in Senior Leadership

There are many complex reasons why equity-deserving groups are under-represented on boards of directors and in senior management in the corporate sector, provincial and municipal ABCs, hospitals, police services, the voluntary sector, municipal governments, the education sector and municipal councillor positions in the 10 cities studied. The root causes are complex and extend beyond the actions of the organizations themselves. Solutions and strategies must be explored at all levels of society, including macro (societal), meso (organizational) and micro (individual) levels.

The Diversity Institute's ecological model of change (Figure 16) provides strategies and guidance to increase diversity and spans change initiatives that are required at all three levels (macro, meso, micro). The following strategies across the three levels are adapted from, and attributed to, the Diversity Institute's 2020 report, *DiversityLeads: Diverse Representation in Leadership: A Review of Eight Canadian Cities*.[52]

FIGURE 16

The Diversity Institute's critical ecological model of change

Societal Level   Organizational Level   Individual Level
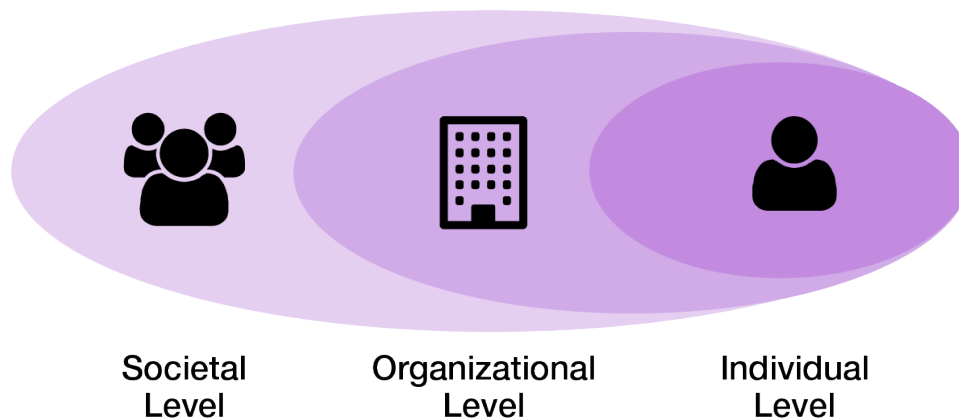
Macro-level considerations: Societal responses

At a macro-level, legislation and regulation shape and reflect values and behaviour through processes such as increasing levels of transparency and accountability for diverse representation. In Canada, legislative efforts, such as the Employment Equity Act (1986),[53] Human Rights Code, corporate regulations like Bill C-25, provincial securities commission rules,[54] and pay equity and accessibility laws, help shape societal values and behaviour; however, they have inherent limitations.

For example, Bill C-25 encourages companies to report on diversity, set representation targets and disclose their progress; however, it only applies to federally regulated distributing companies.[55] Similarly, provincial regulations are limited in scope and tend to focus on gender, neglecting other aspects of diversity. For example, regulations through provincial securities commissions have required reporting women's representation on boards and senior leadership for several years; however, not for other equity-deserving groups, such as racialized and Black people, Indigenous Peoples and people with disabilities, among others. Research also highlights limitations in these efforts, especially related to enforcement, transparency, accountability and the efficacy of "comply or explain" models. Taken together, this suggests that although legislation and regulation are important, they are not enough on their own.

Voluntary initiatives not only supplement legislation and regulations but also can act as mechanisms to promote diverse representation and advance EDI. In Canada and globally, professional and industry associations have established codes, including the 30%+ Club,[56] Black North Initiative,[57,58] the Responsible Investment Association,[59] and the 50 – 30 Challenge.[60] These codes, with their varying degrees of reporting, accountability and representational metrics, are paving the way for a more inclusive future.

Take the 50 – 30 Challenge, for example. This initiative involving Canadian businesses, diversity organizations and the Government of Canada seeks to achieve gender parity (50%) and enhance the representation of other equity-deserving groups (30%) on boards and in senior leadership positions. These groups include racialized individuals, Indigenous Peoples, people with disabilities (including invisible and episodic disabilities) and 2SLGBTQ+ individuals.[61]

Legislation and voluntary codes are only some ways to effect change. Social infrastructure also plays an important role. For example, cities in Quebec may have higher representation of women on boards and senior management teams due to the province's universal child care policy. National child care policies could be transformative, especially since research has shown that about 30% of women have considered leaving their jobs due to a lack of affordable options.[62] However, lower representation in these leadership roles for racialized people might be perpetuated by Quebec's Bill 62, which bans wearing religious symbols in public office.[63]

Targeted efforts and policies are needed to create a more open, inclusive equitable society as well as influence organizational and individual behaviour. This includes addressing issues related to:

> Hate, discrimination, systemic racism cultural stereotypes

> Fundamental rights, such as education, housing, clean water and digital connectivity

> Mental health and accessibility.

Continued efforts are needed to tackle barriers in a broader context to not only improve representation but also level the playing field

Meso-level considerations: Organizational responses

Within an organization, activities can help advance a diverse slate of leaders across an organization. The commitment from senior management teams and CEOs of organizations is critical as EDI work extends beyond a single portfolio or department and must be embedded across different levels and portfolios. Diversity management and organizational actions require looking at diversity across all functions and skills within an organization.

The Diversity Assessment Tool (DAT) created by the Diversity Institute covers six categories that organizations should review and action to advance diversity across leadership teams:[64, 65]

1 **Leadership, governance and strategy** addresses representation among leadership as well as top-down implementation of practices and policies.

2 **Recruitment, selection and promotion** addresses strong and transparent human resources practices for recruitment, development, management and engagement of employees.

3 **Values and culture** addresses purposeful design of policies and values to create an inclusive organizational culture.

4 **Measurement and tracking EDI** addresses activities to measure and track results from implementation of policies and practices to ensure they are effective.

5 **Diversity across the value chain** addresses activities in the value chain, including product development, procurement, customer service, communications, philanthropy, government relations, marketing and media buys.

6 **Outreach and expanding the pool** addresses partnerships and practices to develop the pipeline and an organization's resources for future recruitment.

Additional information on questions used in the DAT are outlined in Appendix 4.

Micro-level considerations: Individual responses

Individual attitudes, beliefs and behaviours form the cornerstones for creating equitable and inclusive opportunities for equity-deserving groups. This involves capacity-building among prospective employees and senior leaders and board members through training, mentoring and sponsorship, as well as addressing biases among decision-makers at all levels.

Skills are crucial not only for job performance but also for job security, career advancement long-term retention.[66] Diversifying Canada's boards and senior management teams requires focusing on capacity-building for prospective employees, board members and senior leaders. This can be achieved through various activities, including mentorship, coaching and skills training workshops provided by organizations. Mentorship plays an important role in diversifying the talent pool. For example, board members and senior leaders could engage in mentorship with junior employees to prepare them for future senior-level roles, thereby creating an internal board pipeline.

Research has also shown that bias and stereotypes influence decision-making processes and, ultimately, affect the career pathways of women and equity-deserving people.[67, 68] People are often assessed based on broad stereotypes related to their identity groups. For example, women might receive lower salary offers or jobs with fewer responsibilities due to the perception that they are less productive than men.[69, 70] Addressing these biases and stereotypes at an individual level requires conscious, dedicated effort. Raising awareness of harmful behaviours, such as microaggressions, can improve interpersonal relationships and foster inclusion. Numerous training programs and tools, available through the 50 – 30 Challenge ecosystem partners,[71] help address this issue, such as the Harvard Implicit Association Test[72] and the Micropedia of Microaggressions.[73]

Conclusions and Implications

This report, a snapshot in time, underscores how equity-deserving groups continue to be under-represented in board of director positions, senior management teams and municipal councillor roles across Canada. While some cities and sectors are seeing slight improvements in representation of diverse groups, others are seeing regression.

Advancing representation of diverse leadership continues to be a work in progress. Commitments and action at macro, meso and micro levels are required to advance equal opportunities for equity-deserving groups from a human rights perspective and to achieve outcomes and results across organizations. Ensuring organizations and decision-making teams reflect the people that they serve will result in added perspective that is critical to the decisions and strategies that affect the population.

Further research to review the practices of organizations with strong representation results could shed light on actions that help them outperform others. It is also important to note that this report focuses on averages across cities, sectors and organizations and that there remains variability across and within sectors. For example, some corporations have a positive representation of women among board members, while some have no women at all.

Additionally, further work is needed to identify and provide solutions for obstacles to employment for many racialized peoples, especially immigrant groups. For instance, foreign credentials are not always recognized in Canada; this creates a significant obstacle for highly skilled and often racialized immigrants when it comes to moving into leadership positions in Canadian organizations.[74]

Appendix 1: Terminology

There is an increasingly complex lexicon in EDI. For the purposes of this report, we use the following definitions.

Gender: We use gender (women – men) rather than sex (female – male) to separate the social elements of female-male differences (gender) from the biologically determined aspects (sex).[75, 76] We chose to use a neutral category like "unsure" rather than assuming a binary gender when the gender could not be confidently determined.

Black people: We have reported representation of Black people separately in this report to acknowledge and recognize the unique historical experiences of Black communities in Canada.[77]

Racialized people: This term has replaced "visible minority" as it recognizes that racialized people are not always fewer in number or a minority. The term aims to correct flawed social constructs that assume white or Caucasian as the norm.[i] For the purposes of this study, Black people are included as a separate group from racialized people, as described above.

Indigenous Peoples: The term Indigenous Peoples follows the Statistics Canada definition of Indigenous and refers to First Nations, Métis and Inuit Peoples.[78]

Intersectionality: In this report, we calculate intersectionality data using the term "non-racialized women" as total women less racialized women and Black women.

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i   This report uses the terms "racialized" and "racialized people" instead of the term "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 people as the norm, identifying people based on those who are visibly different from that norm, and 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. (Ontario Human Rights Commission. (n.d.). *Racial discrimination, race and racism (fact sheet).* http://www.ohrc.on.ca/en/racial-discrimination-race-and-racism-fact-sheet

Appendix 2: Organizations Analyzed

Below is a list of organizations analyzed for our study. The term ABCs refers to agencies, boards and commissions.

CALGARY

CORPORATE

AltaGas Ltd.

AltaLink LP

ARC Resources Ltd.

Atco Ltd.

Baytex Energy Corp.

Boardwalk Real Estate Investment Trust

Bonavista Energy Corporation

Calfrac Well Services Ltd.

Calgary Co-op

Canadian Natural Resources Ltd.

Canadian Pacific Railways

Chemtrade Logistics Inc.

Cenovus Energy Inc.

ConocoPhillips Company

Corus Entertainment

Crescent Point Energy Corp.

Devon Energy Corp.

Enbridge Inc.

Enerflex Ltd.

Enerplus Corp.

Enmax Corp.

Ensign Energy Services

Fluor Canada Corporation

Gibson Energy Inc.

Imperial Oil Ltd.

Inter Pipeline Ltd.

Jacobs Canada

Keyera Corp.

MEG Energy Corp.

MNP LLP

Murphy Oil Corporation

Nova Chemicals Corp.

Obsidian Energy Ltd.

Ovintiv Inc.

Parex Resources Inc.

Pembina Pipeline Corp.

Peyto Exploration & Development Corp.

Precision Drilling Corp.

Repsol Oil & Gas Canada

Rocky Mountain Equipment

Secure Energy

Shaw Communications

Smart Technologies ULC

Strathcona Resources Ltd.

Suncor Energy Inc.

Superior Plus Corp.

Sysco Canada Corp.

Tourmaline Oil Corp.

TC Energy Corp.

Trican Well Service

United Farmers of Alberta Co-Op Ltd.

Vermilion Energy Inc.

WestJet Airlines

SCHOOL BOARDS

Calgary Board of Education

Calgary Catholic School District

Canadian Rockies Public Schools

Christ the Redeemer Catholic Schools

Foothills School Division

FrancoSud School Board (Conseil scolaire FrancoSud)

Golden Hills School Division

Prairie Land School Division

Rocky View Schools

UNIVERSITIES & COLLEGES

Bow Valley College

Mount Royal University

Southern Alberta Institute of Technology

University of Calgary

University of Lethbridge

HOSPITALS

Alberta Children's Hospital

Alberta Health Services

MUNICIPAL ABCs

17th Ave Business Improvement Area

2026 Olympic and Paralympic Winter Games bid

Alberta Urban Municipality Association

Attainable Homes Calgary Corporation

Audit Committee

Bow River Basin Council

Calgary Airport Authority

Calgary Arts Development Authority

Calgary Telus Convention Centre Authority

Calgary Chinatown Business Improvement Area

Calgary Combative Sports Commission

Calgary Community Representation Framework Task Force

Calgary Downtown Association

Calgary Economic Development

Calgary Emergency Management Agency

Calgary Heritage Authority

Calgary Homeless Foundation

Calgary International Airport Development Appeal Body

Calgary Metropolitan Region Board

Calgary Municipal Land Corp.

Calgary Parking

Calgary Police Commission

Calgary Public Library Board

Calgary Stampede Board of Directors

City of Calgary Advisory Committee on Accessibility

City of Calgary Event Centre Committee

City of Calgary Licence and Community Standards Appeal Board

City of Calgary Pathways and Bikeways Project

City of Calgary Subdivision and Development Appeal Board

Co-ordinating Committee of Councilors

Corporate Pension Governance

East Paskapoo Slopes Joint Advisory Committee

Economic Development Investment Fund

Family and Community Support Services Association of Alberta

Federation of Canadian Municipalities

Gas, power, telecom committee

Greenview Industrial Business Improvement Area

Intergovernmental Affairs Committee

Intermunicipal committee - Foothills

Intermunicipal committee - Rockyview

International Avenue BRZ

Lindsay Park Sports Society

Mall Programming Fund Committee

McMahon Stadium Society

Montgomery on the Bow Business Improvement Area

Nominations Committee

Parks Foundation Calgary

Platform Calgary

Priorities and Finance Committee

Silvera for Seniors

SPC Community and Protective Services

SPC Planning and Urban Development

SPC on Transportation and Transit

SPC on Utilities and Corporate Services

Tourism Calgary

WinSport

PROVINCIAL ABCs

Agricultural Financial Services Corp.

Alberta Electric System Operator

Alberta Energy Regulator

Alberta Enterprise Corp. Board

Alberta Gaming, Liquor and Cannabis

Alberta Health Services

Alberta Innovates

Alberta Investment Management Corp.

Alberta Local Authority Pension Plan

Alberta Pension Services Corp.

Alberta Petroleum Commission

Alberta Recycling Management Authority

Alberta Securities Commission

Alberta Social Housing Corp

Alberta Sports Connection

Alberta Utilities Commission

Alberta Teachers' Retirement Fund

Association of Professional Engineers and Geoscientists of Alberta

ATB Financial

Banff Centre

Chartered Professional Accountants Alberta

Emissions Reduction Alberta

College of Registered Nurses of Alberta

College of Physicians & Surgeons of Alberta

Energy Efficiency Advisory Panel

Law Society of Alberta

Local Authority Pension Plan Corp.

Management Employee Pension Plan

Public Service Pension Plan

Travel Alberta

Workers Compensation Board

of Alberta

VOLUNTARY SECTOR

Calgary Drop-in and Rehab Centre Society

Calgary Health Trust

Calgary Homeless Foundation

Calgary Inter Faith Food Bank

Calgary Progressive Lifestyle Fund

Calgary Science Centre Society

Calgary Zoological Society

Habitat for Humanity Southern Alberta

Heritage Park Society

Hull Services

Pure North S'Energy Foundation

STARS

Supported Lifestyles Ltd.

The Calgary Foundation

Taylor Family Foundation

Trellis Society

United Way of Calgary and Area

Wood's Homes

DEPUTY MINISTERS & ASSISTANT DEPUTY MINISTERS

MUNICIPAL EXECUTIVES

Airdrie

Calgary

Cochrane

Rocky View County

Tsuut'ina Nation

POLICE

Airdrie RCMP

Calgary Police Service

Cochrane RCMP

Rocky View County RCMP

Tsuut'ina Nation Police Service

EDMONTON

CORPORATE

Alberta Investment Management Corporation

ATB Financial

AutoCanada Inc.

Canadian Western Bank

Capital Power

Epcor

PCL Construction

Servus Credit Union

Stantec Inc.

SCHOOL BOARDS

Conseil Scolaire Centre-Nord

Edmonton Catholic School Division

Edmonton Public School Board

Elk Island Catholic Schools

Elk Island Public Schools

Greater St. Albert Catholic Schools

St. Albert Public Schools

St. Paul Education

UNIVERSITIES & COLLEGES

Concordia University of Edmonton

MacEwan University

Northern Alberta Institute of Technology

University of Alberta

HOSPITALS

Covenant Health

Royal Alexandra Hospital

University of Alberta Hospital

MUNICIPAL ABCs

Epcor

HomeEd

Edmonton Unlimited

Edmonton Accessibility Advisory Committee

Edmonton Anti-racism Advisory Committee

Edmonton Community Services Advisory Board

Edmonton Historical Board

Edmonton Metropolitan Region Board

Edmonton Metropolitan Transit Services Commission

Edmonton Regional Airports Authority

Edmonton Transit Service Advisory

Explore Edmonton

GEF Seniors Housing

REACH Edmonton Council for Safe

MUNICIPAL COUNCILLORS

MUNICIPAL EXECUTIVES

POLICE

Edmonton Police Service

PROVINCIAL ABCs

Alberta Council of Economic

Security

Alberta First Nations Women's

Alberta Foundation for the Arts

Indigenous Wisdom Advisory Panel

Alberta Human Rights Commission

Alberta Indigenous Opportunities Corp.

Alberta Labour Relations Board

Alberta Minister's Advisory Council on Higher Education and Skills

Alberta Science Advisory Panel

Health Quality Council of Alberta

Alberta Premier's Council on Missing and Murdered Indigenous Women and Girls

Alberta Motor Vehicle Industry Council

Alberta Board of Skilled Trades

Invest Alberta Corporation

Alberta Automobile Insurance Rate Board

Appeals Commission for Alberta Worker's Compensation

Natural Resources Conservation Board

Northern Alberta Development Council

VOLUNTARY SECTOR

ABC Head Start Society

Boyle Street Community Services

Bissell Centre

CapitalCare Group Inc.

CASA Mental Health

Chimo Youth Retreat Centre

Edmonton Food Bank

Edmonton John Howard Society

Edmonton Oilers Community Foundation

Edmonton Public Library

Elves Special Needs Society

Excel Society

GEF Senior Housing

Goodwill Industries of Alberta

Habitat for Humanity Edmonton

McMan Youth, Family and Community Services Association

Right at Home Housing Society

Ronald McDonald House Charities Alberta

Skills Society

The Citadel Theatre

Edmonton Arts Council

The Edmonton Community Foundation

The Family Centre of Northern Alberta

The George Spady Centre Society

United Way of the Alberta Capital Region

Winnifred Stewart Association

YWCA Edmonton

HALIFAX

DEPUTY MINISTERS & ASSISTANT DEPUTY MINISTERS

MUNICIPAL COUNCILLORS

MUNICIPAL EXECUTIVES

POLICE

Halifax Regional Police

VOLUNTARY SECTOR

Clean Foundation

Halifax & Region Military Family Resource Centre

Homebridge Youth Society

Neptune Theatre Foundation

Phoenix Youth Programs

Symphony Nova Scotia Society

UNIVERSITIES & COLLEGES

Atlantic School of Theology

Dalhousie University

Mount Saint Vincent University

Nova Scotia Community College

NSCAD University (Nova Scotia College of Art and Design)

St. Mary's University

University of King's College

HOSPITALS

IWK Health Centre

Nova Scotia Health Authority

MUNICIPAL ABCs

Canadian Urban Transit Association

Discover Halifax

Federation of Canadian Municipalities

Halifax Accessibility Advisory Committee

Halifax Active Transportation Advisory

Halifax Board of Police Commissioners

Halifax Community Design Advisory Committee

Halifax Community Monitoring Committee

Halifax Design Review Committee

Halifax Grants Committee

Halifax Harbour Bridges

Halifax International Airport

Halifax Partnership

Halifax Peninsula Planning Advisory Committee

Halifax Port Authority

Halifax Regional Library Board

Halifax Water Board of Commissioners

Indigenous History Special Advisory

Halifax Investment Policy Advisory Committee

Halifax Special Events Advisory Committee

Nova Scotia Federation of Municipalities

Shubenacadie Canal Commission

Trade Centre Limited (N.S.) Committee

PROVINCIAL ABCs

Art Gallery of Nova Scotia

Canada-Nova Scotia Offshore Petroleum Board

Nova Scotia Health

Perennia Food and Agriculture

Tourism Nova Scotia

HAMILTON

SCHOOL BOARDS

Hamilton-Wentworth Catholic District school Board

Hamilton-Wentworth District School Board

UNIVERSITIES & COLLEGES

McMaster University

Mohawk College

HOSPITALS

Hamilton Health Sciences

St Joseph's Healthcare Hamilton

MUNICIPAL ABCs

Agriculture and Rural Affairs

Art Gallery of Hamilton

Hamilton Arts Advisory Commission

BIA Advisory Committee

CityHousing Hamilton Corporation

DARTS Transit

Development Charges Stakeholder

Dundas Community Services

General Issues Committee

Government Relations Subcommittee

Hamilton Indigenous Advisory Committee

Hamilton Arts Council

Hamilton Center for Civic Inclusion

Hamilton Cycling Committee

Hamilton LRT Task Force

Hamilton Conservation Authority

Hamilton Enterprises Holding Corp.

Hamilton Farmers' Market

Hamilton Future Fund

Hamilton Public Library

Hamilton-Oshawa Port Authority

Hamilton Women and Gender Equity Committee

Hamilton Utilities Corporation

Hamilton Veterans Committee

Hamilton Waterfront Trust

Hamilton/Burlington SPCA

Heritage Green Community Trust

Hess Village Pedestrian Mall Authority

Hamilton Clean and Green Committee

Immigrants and Refugee Advisory

LGBTQ Advisory Committee

Physician Recruitment and Retention Steering Committee

Royal Botanical Gardens

Waste Management Sub-committee

VOLUNTARY SECTOR

AbleLiving Services Inc.

Banyan Community Services Inc.

Canadian Center for

Catholic Children's Aid Society of Hamilton

Community Living Hamilton

Hamilton Community Foundation

Idlewyld Manor

Lynwood Charlton Centre

Occupational Health and Safety

St. Joseph's Home Care

St. Elizabeth Home Society

United Way Halton & Hamilton

MUNICIPAL COUNCILLORS

POLICE

Hamilton Police Service

LONDON

MUNICIPAL EXECUTIVES

MUNICIPAL COUNCILLORS

POLICE

London Police Service

HOSPITALS

London Health Sciences Centre

St. Joseph's Health Care London

MUNICIPAL ABCs

Covent Garden Market

London Police Service

London Public Library

London Transit Commission

Lower Thames Conservation Authority

Middlesex-London Health Unit

Museum London

RBC Place London

Tourism London

SCHOOL BOARDS

London District Catholic School

Thames Valley District School

UNIVERSITIES & COLLEGES

Fanshawe College

Western University

VOLUNTARY SECTOR

Canadian Mental Health Association Thames Valley Addiction and Mental Health

Compassion Canada

Craigwood Children, Youth & Family Services

Goodwill Industries, Ontario Great Lakes

Humana Community Services

International Justice Mission Canada

Mission Services of London

United Way Elgin Middlesex

Youth Opportunities Unlimited

MONTREAL

DEPUTY MINISTERS & ASSISTANT DEPUTY MINISTERS

MUNICIPAL COUNCILLORS

Baie-D'urfe

Beaconsfield

Côte Saint-Luc

Dollard-des-Ormeaux

Dorval

Hampstead

Kirkland

Montréal-Est

Montréal-Ouest

Mont-Royal

Pointe-Claire

Sainte-Anne-de-Bellevue

Senneville

Westmount

MUNICIPAL EXECUTIVES

Brossard

Côte Saint-Luc

Hampstead

Dollard-des Ormeaux

Dorval

Kirkland

Laval

L'Île Dorval

Longueuil

Montréal

Montréal-Est

Montréal-Ouest

Pointe-Claire

Senneville

Westmount

POLICE

Service de Police de la Ville de Montréal

Service de police de l'agglomération de Longueuil

Le Service de police de la Ville de Laval

MUNICIPAL ABCs

Bureau de l'inspecteur général

Bureau du vérificateur général

Comité Jacques-Viger

CIUSSS de la Capitale-Nationale

Commission des services électriques de Montréal

Conseil des Arts

Conseil des Montréalaises

Conseil du Patrimoine

Conseil interculturel de Montréal

Conseil Jeunesse

Office de consultation Publique de Montréal

Ombudsman de Montréal

Société de transport de Montréal

PROVINCIAL ABCs

Agence du revenu du Québec

Autorité régionale de transport métropolitain

Autorité des marches financiers

Bibliothèque et Archives nationales du Québec Commission des services juridiques

Conseil des arts et des lettres du Québec

Corporation d'urgences-santé

Conseil de gestion de l'assurance parentale (CGAP)

Fonds de Recherche du Québec – Santé Héma-Québec

Hydro-Québec

Investissement Québec

La Financière agricole du Quebec

Loto-Québec

Régie de l'assurance

maladie du QuébecSociété d'habitation du QuébecSociété de Développement des Entreprises Culturelles

La Société de financement des infrastructures locales du Québec

Société de l'assurance automobile du Québec

Société des établissements de plein air du Québec

Société des traversiers du Québec

Sociéte du Plan Nord

Société québécoise des infrastructures

HOSPITALS

Centre intégré de santé et de services sociaux de Laval

CIUSSdNM

CIUSSdOM

CIUSSdSM

CIUSSdCOM

Centre hospitalier de l'Université de MontréalCHU Sainte-Justine

CIUSSdEM

McGill University Health Centre

Montreal Heart Institute

Shriners Hospitals for Children

CORPORATE

Agropur Cooperative

Aimia Inc.

Alimentation Couche-Tard Inc.

AtkinsRéalis (formerly SNC-Lavalin Group Inc.)

Bank of Montreal

BMTC Group Inc.

Bombardier Inc

Business Development Bank of Canada

Canadian National Railway Company

CGI Group Inc.

Cogeco Inc.

Dollarama Inc.

Fonds de Solidarite des Travail

GardaWorld Security Corp.

ÉnergirGildan Activewear Inc.

Groupe Deschênes Inc.

Groupe Park Avenue Inc.

Hydro-Québec

Iron Ore Company of Canada

Jean Coutu Group Inc.

L'Oréal Canada Inc.

La Cop Federee

Laurentian Bank of Canada

Lloyd's Underwriters (Canada)

Loto-Québec

Metro Inc.

National Bank of Canada

Optimum Group Inc.

Power Corporation of Canada

Quebecor Inc.

Reitmans (Canada) Ltd.

Resolute Forest Products Inc.

Rio Tinto Alcan Inc.

Rogers Sugar Inc.

Société de Transport de Montréal

Société des alcools du Québec

Tembec Inc

Transat A.T. Inc.

Transcontinental Inc.

UAP Inc

Bausch Health (formerly Valeant Pharmaceuticals International Inc.)

Valero Energy Corp.

WSP Global Inc.

SCHOOL BOARDS

Commission Scolaire English-Montréal

Centre de services scolaire Laval

Centre de services scolaire Marie-Victorin

Commission Scolaire Riverside

Commission Scolaire Sir Wilfrid Laurier

UNIVERSITIES & COLLEGES

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 Montréal

Vanier College

VOLUNTARY SECTOR

Agence Universitaire de la Francophonie

Brain Canada Foundation

Centre Canadien D'Architecture

Centraide Du Grand Montréal

Centre Communautaire

JGH Foundation

Juridique de Montréal

CHU Sainte-Justine Foundation

Lucie and André Chagnon Foundation

Montreal Clinical Research Institute

La Fondation Du Grand Montréal

Montreal Museum of Fine Arts

Oxfam-Québec

Pathy Family Foundation

Société de la Place des Arts de Montréal

Société d'habitation et de développement de Montréal La Fondation Azrieli

McConnell Foundation

The Trottier Family Foundation

World Federation of Hemophilia

OTTAWA

MUNICIPAL COUNCILLORS

Ottawa

MUNICIPAL EXECUTIVES

Ottawa

MUNICIPAL ABCs

Ottawa Public Health

Ottawa Public Library

Ottawa Paramedic Service

VOLUNTARY SECTOR

Aeric Inc.

Aga Khan Foundation Canada

Canadian Blood Services

Canadian Council for the Arts

Canadian Red Cross Society

Carefor

Children's Hospital of Eastern Ontario

Colleges and Institutes Canada

Eastern Ontario Regional Laboratory Association.

Heart & Stroke Foundation

International Development Research Centre

Medical Council of Canada

National Arts Centre

Ottawa-Carleton Lifeskills Inc

Oxfam Canada

Pinecrest-Queensway Community Health Centre

Scouts Canada

Ottawa Hospital Foundation

Universities Canada

Victorian Order of Nurses Canada

World University Service of Canada

Youth Services Bureau of Ottawa

SCHOOL BOARDS

Ottawa-Carleton District School Board

Ottawa Catholic School Board

UNIVERSITIES & COLLEGES

Algonquin College

Carleton University

La Cite Collegial

University of Ottawa

HOSPITALS

Montfort Hospital

Ottawa Hospital

Queensway Carleton Hospital

University of Ottawa Heart Institute

POLICE

Ottawa Police Service

TORONTO

DEPUTY MINISTERS & ASSISTANT DEPUTY MINISTERS

MUNICIPAL EXECUTIVES

Toronto executives

Mississauga executives

Markham executives

York Region executives

Richmond Hill executives

Peel Region executives

POLICE

Toronto Police Service

Peel Regional Police

York Regional Police

MUNICIPAL ABCs

CreateTO

Heritage Toronto

TO Live

Toronto Investment Board

Toronto Public Library

Toronto Transit Commission

Toronto Zoo

Toronto Community Housing Corporation

Toronto Seniors Housing Corporation

Waterfront Toronto

PROVINCIAL ABCs

Brampton Distribution Holdco Inc.

Cancer Care Ontario

Infrastructure Ontario

Hydro One Ltd

Legal Aid Ontario

Liquor Control Board of Ontario

Home and Community Care Support Services

Metrolinx

Ontario Electricity Financial Corporation

Ontario Lottery and Gaming Corporation

Ontario Pension Board

Ontario Power Generation Inc.

Workplace Safety and Insurance Board

CORPORATE

Aecon Group

Agnico Eagle Mines Ltd.

Aviva Canada Inc.

Barrick Gold Corp.

Bayer Inc.

Brookfield Asset Management Inc.

Canadian Tire Corp. Ltd.

CCL Industries Inc.

CI Financial Corp.

Canadian Imperial Bank of Commerce

Cisco Systems Canada Co.

Collier International Group

Constellation Software Inc.

Deloitte LLP

E-L Financial Corp. Ltd

Fairfax Financial Holdings Ltd.

Ford Motor Company of Canada Ltd.

Frontera Energy

General Motors of Canada

George Weston Ltd.

Hewlett-Packard Canada

Lafarge Canada Inc.

Home Depot of Canada

Hudson's Bay Co.

IBM Canada Ltd.

Intact Financial Corp.

Just Energy Group Inc

Kinross Gold Corp.

Leon's Furniture Ltd.

Lundin Mining Corp.

Magna International Inc.

Manulife Financial Corp.

Maple Leaf Foods Inc.

Martinrea International

Mattamy Homes Ltd.

Mercedes-Benz Canada Inc.

Microsoft Canada Inc.

Molson Coors Canada

Nestlé Canada Inc.

Onex Corp.

Parmalat Canada Inc.

PepsiCo Canada

Primo Water Corp.

Procter & Gamble Inc.

Restaurants Brands International

Rogers Communications

Royal Bank of Canada

RSA Canada Group

Russel Metals 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.

Waste Connections Inc.

WMIL Winners

Yamaha Gold Inc.

HOSPITALS

Centre for Addiction and Mental Health

EHN Bellwood Toronto

Hospital for Sick Children

Humber River Hospital

Joseph Brant Hospital

Lakeridge Health

Mackenzie Health

Oak Valley Health

Halton Healthcare

North York General Hospital

Scarborough Health Network

Sinai Health System

Southlake Regional Health Centre

Sunnybrook Health Sciences Centre

Toronto East Health Network

Toronto Grace Health Centre

Trillium Health Partners

Unity Health Toronto

University Health Network

William Osler Health System

Women's College Hospital

SCHOOL BOARDS

Dufferin-Peel Catholic District School Board

Peel District School Board

Toronto Catholic District School Board

Toronto District School Board

York Catholic District School Board

York Region District School Board

UNIVERSITIES & COLLEGES

Centennial College

Durham College

George Brown College

Humber College

OCAD University

Toronto Metropolitan University

Seneca Polytechnic

Sheridan College

University of Ontario Institute of Technology (Ontario Tech University)

University of Toronto

York University

VOLUNTARY SECTOR

Art Gallery of Ontario

CanadaHelps

Canadian Cancer Society

Canadian National Institute for the Blind

Catholic Children's Aid Society of Toronto

Children's Aid Society of Toronto

Community Living Toronto

March of Dimes Canada

Mastercard Foundation

Nature Conservancy of Canada

Plan International Canada Inc.

Sunnybrook Research Institute

United Way Greater Toronto

VHA Home HealthCare

World Vision Canada

VANCOUVER

SCHOOL BOARDS

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)

MUNICIPAL ABCs

2SLGBTQ+ Advisory Committee

Transportation Advisory Committee

Board of Variance

Chinatown Historic Area Planning Committee

Civic Asset Naming Committee

Development Permit Board Advisory Panel

First Shaughnessy Advisory Design Panel

Gastown Historic Area Planning Committee

Grandview-Woodland Neighbourhood Transportation Advisory Group

Northeast False Creek Joint Working Group & Park Design Advisory Group

Northeast False Creek Stewardship Group

Pacific North Exhibition Board of Directors

Persons with Disabilities Advisory Committee

Public Art Committee

Racial and Ethno-Cultural Equity Advisory Committee

Renters Advisory Committee

Seniors Advisory Committee

Urban Design Panel

Urban Indigenous Peoples' Advisory Committee

Vancouver City Planning

Commission

Vancouver Civic Theatres Board

Vancouver Economic Commission Board of Directors

Vancouver Fire Rescue Services Advisory Committee

Vancouver Heritage Commission

Vancouver Heritage Foundation Board of Directors

Vancouver Public Library Board of Trustees

Women's Advisory Committee

YVR Environmental Advisory Committee

PROVINCIAL ABCs

BC Assessment Authority

BC Energy Regulator (formerly the Oil and Gas Commission)

BC Housing Management Commission

BC Hydro and Power Authority

BC Liquor Distribution Branch

BC Pavilion Corporation

BC Transit

British Columbia Lottery Corporation

British Columbia Railway Company

British Columbia Securities Commission

Columbia Basin Trust

Columbia Power Corporation

Community Living British Columbia

Destination British Columbia

Forest Enhancement Society of BC

Forestry Innovation Investment

Great Northern Way Campus Trust

Insurance Corporation of British Columbia

Legal Aid BC

Real Estate Errors and Omissions Insurance Corporation

Skilled Trades BC (formerly the Industry Training Authority)

The Royal BC Museum Corporation

Transportation Investment Corporation

DEPUTY MINISTERS & ASSISTANT DEPUTY MINISTERS

UNIVERSITIES & COLLEGES

British Columbia Institute of Technology

Capilano University

Douglas College

Fairleigh Dickinson University

Justice Institute of BC

Kwantlen Polytechnic University

Langara College

New York Institute of Technology Vancouver

Simon Fraser University

Trinity Western University

University of British Columbia

Vancouver Community College

HOSPITALS

Amherst Hospital & Nursing

Home

BC Women's Hospital and Health Centre

BC Cancer Agency

BC Children's Hospital & Sunny Hill Health Centre

Braddan Private Hospital

Burnaby Hospital

Cambie Surgery Centre

Delta Hospital

Fraser Health Authority

GF Strong Rehabilitation Centre

George Pearson Centre

Holy Family Hospital

Kensington Private Hospital

Lakeview Care Centre

Langley Memorial Hospital

Lions Gate Hospital

Louis Brier Home & Hospital

Marion Hospice

Mary Pack Arthritis Centre

Normandy Hospital

Peace Arch Hospital

Queen's Park Hospital

Ridge Meadows Hospital

Riverview Hospital

Royal Columbian Hospital

Sechelt Hospital (formerly St. Mary's Hospital)

Shriners Hospital & Nursing Home

St. Paul's Hospital

St. Vincent's Hospital

Surrey Memorial Hospital

Vancouver General Hospital

MUNICIPAL COUNCILLORS

Burnaby

Coquitlam

Delta

Langley

Maple Ridge

New Westminster

North Vancouver

Pitt Meadows

Port Coquitlam

Port Moody

Richmond

Surrey

Vancouver

White Rock

MUNICIPAL EXECUTIVES

Burnaby

Coquitlam

Delta

Langley

Maple Ridge

New Westminster

North Vancouver

Pitt Meadows

Port Coquitlam

Port Moody

Richmond

Surrey

Vancouver

White Rock

POLICE

Delta Police Department

New Westminster Police Service

Port Moody Police Department

Vancouver Police Department

West Vancouver Police
Department

CORPORATE

B2Gold Corp.

Best Buy Canada

Canfor Corp.

Doman Building Materials
Group

Capstone Copper

Coast Capital Savings Federal
Credit Union

Eldorado Gold Corp.

Finning International Inc.

First Quantum Minerals Ltd.

Futura Corp.

Hardwoods Distribution Inc.

HSBC Bank Canada

Insurance Corporation of
British Columbia

Interfor Corp.

Jim Pattison Group Inc.

KGHM International Ltd

MacDonald Development Corp.

Mercer International Inc.

Methanex Corp.

New Gold Inc.

Pan American Silver Corp.

Paper Excellence

Ritchie Bros. Auctioneers Inc.

Sierra Wireless Inc.

Wheaton Precious Metals
Corp.

TransLink

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.

Western Forest Products Inc.

VOLUNTARY SECTOR

Aqueduct Foundation

Audain Foundation

Baptist Housing Enhanced
Living

BC Cancer Foundation

BC Transplant

British Columbia Cancer
Agency

Centre for Disease Control

British Columbia Society for
the Prevention of Cruelty to
Animals

Coast Foundation Society 1974

Greater Vancouver Community
Services Society

Legal Services Society

Ocean Wise Conservation
Association

Private Giving Foundation

St Paul's Foundation

Triumf

United Way British Columbia

Vancouver Aboriginal Child and
Family Services Society

Vancouver Public Library

The Vancouver Foundation

WINNIPEG

CORPORATE

Ag Growth International Inc.

Artis Real Estate Investment
Trust

Bison Transport

Boeing Canada Inc.

Boyd Group Services Inc

Canada Life Assurance Co.

Cargill Ltd.

Exchange Income Corp.

Great-West Lifeco Inc

IGM Financial Inc.

James Richardson & Sons Ltd.

Just Eat Takeaway.com

NFI Group Inc.

North West Company Inc.

Pollard Banknote Ltd.

Winpak Ltd.

VOLUNTARY SECTOR

Aboriginal Peoples Television
Network

Assiniboine Park Conservancy
Inc.

End Homelessness Winnipeg
Inc.

Fairfax Community Resources
Inc.

Habitat for Humanity Manitoba

Harvest Manitoba Inc.

Knowles Centre Inc.

Main Street Project Inc.

Manitoba Arts Council

New Directions for Children,
Youth, Adults and Families

Pulford Community Living
Services

Research Manitoba

Siloam Mission

St. Amant Foundation

Royal Winnipeg Ballet

Winnipeg Art Gallery

Winnipeg Housing
Rehabilitation Corp.

Winnipeg Humane Society

Winnipeg Symphony Orchestra

United Way Winnipeg

DEPUTY MINISTERS & ASSISTANT DEPUTY MINISTERS

Winnipeg

HOSPITALS

Cancer Care Manitoba

Winnipeg Regional Health
Authority

Shared Health

MUNICIPAL ABCs

CentrePort Canada Inc.

CentreVenture Development
Corporation

Economic Development
Winnipeg Inc.

Heritage Winnipeg Corporation

Take Pride Winnipeg

The Forks North Portage
Partnership

Urban Design Advisory
Committee

Winnipeg Airports Authority
Board

Winnipeg Arts Council Inc.

Winnipeg Building Commission

Winnipeg Convention Centre
Corporation

Winnipeg Food Council

Winnipeg Housing Steering
Committee

Winnipeg Public Library Board

MUNICIPAL COUNCILLORS

Winnipeg

MUNICIPAL EXECUTIVES

Winnipeg

POLICE

Winnipeg Police Service

PROVINCIAL ABCs

Agricultural Services
Corporation

Communities Economic
Development Fund

Francophone Affairs Advisory
Council

General Child and Family
Services Authority

Liquor, Gaming and Cannabis
Authority of Manitoba

Manitoba Agriculture Research
and Innovation Committee

Manitoba Arts Council

Manitoba Clean Environment
Commission

Manitoba Human Rights
Commission

Manitoba Hydro-Electric

Manitoba Labour Board

Manitoba Liquor & Lotteries
Corporation

Manitoba Public Insurance

Manitoba Public Utilities Board

Manitoba Securities
Commission

Sports Manitoba

Travel Manitoba

Winnipeg Art Gallery

Workers Compensation Board
of Manitoba

SCHOOL BOARDS

Louis-Riel School Division

Pembina Trails School Division

River East Transcona School
Division

Seven Oaks School Division

St. James- Assiniboia School
Division

Winnipeg School Division

UNIVERSITIES & COLLEGES

Aveda Institute Winnipeg

Booth University College

Canadian Mennonite University

Heartland International English
School

Manitoba Institute of Trades
and Technology

Manitoba Tourism Education
College

Red River College Polytechnic

MC College

Royal Winnipeg Ballet School

School of Contemporary
Dancers

St. Andrew's College

Université de Saint- Boniface

University of Manitoba

University of Winnipeg

Appendix 3: Population Calculations

$$\% \text{ Women} = \frac{\text{Total Women}}{\text{Total of Men and Women}} \times 100$$

To calculate the percentage of women per city, Table 98-10-0024-01[79] was used. After customizing the geography for each metropolitan area, the following calculation was used:

$$\% \text{ Black People} = \frac{\text{Total Black Population}}{\text{Population in 2021}} \times 100$$

To calculate the percentage of Black people per city, the 2021 Census Profile[80] was used to obtain population counts. After customizing the census metropolitan area, visible minority groups (i.e., ethnocultural and religious diversity), and population (under population and dwelling), the following calculation was used:

$$\% \text{ Racialized People} = \frac{\text{Total Visible Minority Population} - \text{Total Black Population}}{\text{Population in 2021}} \times 100[83]$$

Note that visible minority is a term used by Statistics Canada and in this report we use the term racialized person.

To calculate the percentage of racialized peoples excluding Black people per city, the 2021 Census Profile[81] to obtain population counts. After customizing the census metropolitan area, visible minority groups (i.e., ethnocultural and religious diversity), and population (under population and dwelling), the following calculation was used:

Appendix 4: Diversity Assessment Tool Questions

Sub Topic	Question #	Question
Governance	DAT Q 1	What types of diversity are represented in the organization's Board of Directors, to your knowledge?
Governance	DAT Q 2	Does the organization have a strategy to identify, recruit, and nominate diverse Board members, including women and/or non-binary people, Indigenous Peoples, persons living with disabilities, racialized people, and those identifying as 2SLGBTQ+?
Governance	DAT Q 3	Does the organization have a Board Policy stating that the organization will identify and nominate women and diverse candidates including Indigenous Peoples, persons living with disabilities, racialized people and those identifying as LGBTQ2S+?
Governance	DAT Q 4	Are there term and tenure limits to renew the composition of the Board of Directors?
Governance	DAT Q 5	What types of diversity are represented in the organization's Senior Management Team, to your knowledge?
Governance	DAT Q 6	Does the organization have a strategy and skills matrix to identify and recruit a diverse senior management team, including women and/or non-binary people, Indigenous Peoples, persons living with disabilities, racialized people, and those identifying as 2SLGBTQ+?
Governance	DAT Q 7	Do board members and senior leaders proactively communicate the importance of diversity?
Governance	DAT Q 8	Is there a diversity and inclusion committee or a senior leader (someone with organizational authority) responsible for advancing EDI?
Governance	DAT Q 9	If you have organizational goals, are they tied to equity, diversity and inclusion? (Organizational goals can include sales targets, hiring targets, and improving customer service, etc.)?

Sub Topic	Question #	Question
Governance	DAT Q 10	If your organization has a mission/vision/purpose statement, does that statement include equity, diversity and inclusion themes?
Governance	DAT Q 11	Does your organization understand and communicate the value of equity, diversity, and inclusion for organizational performance?
HR Practices	DAT Q 12	Does the organization have a strategy to recruit under-represented peoples?
HR Practices	DAT Q 13	Do job postings encourage members of under-represented groups to apply?
HR Practices	DAT Q 14	Do job postings provide a statement of reasonable accommodation? A statement of reasonable accommodation expresses an organization's commitment to non-discriminatory employment for persons living with disabilities, and informs applicants that they may request reasonable accommodations in the job application or hiring process.
HR Practices	DAT Q 15	Does the organization review job postings to ensure that the required qualifications fit the demands of the job?
HR Practices	DAT Q 16	Are job postings formally reviewed using external guides and/or tools to ensure that the language is inclusive for diverse and underrepresented groups?
HR Practices	DAT Q 17	Do you have standardized pay levels based on skills and experience and are these available to candidates in the hiring process?
HR Practices	DAT Q 18	During the candidate selection process, is there diversity in the selection committee?
HR Practices	DAT Q 19	Does the interview process to hire new employees include any steps to avoid bias?
HR Practices	DAT Q 20	Do the people with decision-making powers in candidate selection and recruitment receive equity, diversity, and inclusion training?
HR Practices	DAT Q 21	Do all employees receive training on equity, diversity, and inclusion?
HR Practices	DAT Q 22	Do all managers and leaders receive training on equity, diversity, and inclusion?
HR Practices	DAT Q 23	Are there performance evaluation systems?
HR Practices	DAT Q 24	Are opportunities for promotion clearly described and shared with all employees?

Sub Topic	Question #	Question
HR Practices	DAT Q 25	Does your organization have career planning systems in place for all employees?
HR Practices	DAT Q 26	Which of the following best describes mentorship and coaching opportunities in your organization?
HR Practices	DAT Q 27	Are there professional developmental opportunities for high-potential employees in the organization?
HR Practices	DAT Q 28	Are gender and diversity considerations included in exit/separation interviews?
Culture	DAT Q 29	Does the organization have an Equity, Diversity, and Inclusion policy?
Culture	DAT Q 30	Does the organization have a Harassment and Abuse prevention policy?
Culture	DAT Q 31	Does the organization have a Workplace Safety policy?
Culture	DAT Q 32	Does the organization have a Code of Conduct and Ethics policy?
Culture	DAT Q 33	Does the organization have an Accessibility policy?
Culture	DAT Q 34	Does the organization provide a "safe space" free of discrimination for diverse peoples?
Culture	DAT Q 35	Are there employee resource groups or other networks to support women and diverse groups?
Culture	DAT Q 36	Are diverse needs considered when planning social events and celebrations (e.g., consider religion, ethnicity, and culture when planning food, music, holiday celebrations, etc.)?
Culture	DAT Q 37	Does the organization provide flexible working arrangements, such as working from home or flexible hours?
Culture	DAT Q 38	Does the organization allow for family-friendly working arrangements? (For example, extended parental leave, family emergency days, elder care, etc.)
Culture	DAT Q 39	Are expectations of employee workloads communicated to the employee?
Culture	DAT Q 40	Do employees have access to mental health counselling to help manage stress?
Measurement	DAT Q 41	Are there anonymous employee engagement surveys?

Sub Topic	Question #	Question
Measurement	DAT Q 42	Is your organization aware of the sensitivities involved with collecting self-reported demographic data in employee engagement surveys?
Measurement	DAT Q 43	Are there explicit diversity goals for employees from underrepresented groups in management positions?
Measurement	DAT Q 44	Are there Key Performance Indicators (KPIs) directly related to equity, diversity and inclusion?
Measurement	DAT Q 45	Are equal pay audits conducted to ensure equal pay for work of equal value?
Value Chain	DAT Q 46	Is diversity considered in purchasing decisions? (e.g., supplier diversity programs)
Value Chain	DAT Q 47	Are diverse audiences included in research and development of products and services?
Value Chain	DAT Q 48	Is diversity considered in the design of products and services?
Value Chain	DAT Q 49	Is accessibility considered in the design of products and services?
Value Chain	DAT Q 50	Does the organization incorporate the principles of equity, diversity and inclusion in its marketing programs including messages, images, and channels?
Value Chain	DAT Q 51	Does the organization ensure that stereotypes about diverse groups are not included in marketing and communications materials?
Value Chain	DAT Q 52	Does the organization profile under-represented people to highlight their skills, achievements, and contributions?
Value Chain	DAT Q 53	Does customer/client service receive training to respond to diverse customer/client needs (e.g., people with living disabilities)?
Outreach	DAT Q 54	Is the organization connected to diverse supplier councils for purchasing decisions (e.g., Canadian Aboriginal and Minority Supplier Council)?
Outreach	DAT Q 55	Has diversity and inclusion been considered for outreach, assessment, and selection of external partners?
Outreach	DAT Q 56	With external partners, does the organization work on projects to improve representation of under-represented people in the sector?
Outreach	DAT Q 57	Do the organization's communications materials express its commitment to diversity and inclusion to key stakeholders (e.g., suppliers, clients, partners, educational institutions)?

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