



Maytree Policy in Focus

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by Ryerson University's
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Diverse leadership fuels organizational effectiveness and prosperity

Diversity in leadership in elected office, corporate, voluntary and public institutions is important because it:

- Supports improved financial and organizational performance;
- Provides stronger links to domestic and global markets;
- Helps organizations attract and retain the best talent;
- Supports creativity in decision making; and
- Promotes social inclusion because leaders shape the aspirations of young people.

Organizations can diversify their leadership by emulating those organizations that have taken action and succeeded.

Featured Research

SUMMARY

**DiverseCity
Counts 2:
A Snapshot
of Diverse
Leadership
in the
Greater
Toronto
Area,**

by Wendy
Cukier,
Margaret
Yap,
John Miller
and Pinoo
Bindhani,
May 2010.

DiverseCity Counts is a three-year project being conducted by Ryerson University's Diversity Institute. It is part of *DiverseCity: The Greater Toronto Leadership Project*, an initiative of Maytree and the Toronto City Summit Alliance to promote diversity in leadership in the Greater Toronto Area (GTA).

In its second year (2010) it finds:

- 9.4% of public servants are visible minorities up from last year (8.1%);
- Ontario agencies, boards and commissions show the largest one-year increase, from 10.6% to 14.5% visible minority leaders;
- Agencies, boards and commissions are the most diverse sector examined (the education sector led in 2009);
- The corporate sector remains the least diverse;
- 21.9% of all the organizations examined have more than 20% of their leadership who are visible minorities; and
- the majority of organizations (56.6%) have no visible minorities at all in their leadership.

This year, the study also took a special look at the news media that are most consumed by GTA residents. Media organizations are important institutions because they play a role in defining who is a leader in society and can shape the ambitions of those who wish to be leaders.

Change is slow but moving in the right direction

To determine whether the GTA's leadership reflects the diversity of its population, DiverseCity Counts measures on an annual basis the number of visible minorities in leadership positions in elected office, the public sector, the corporate sector, agencies, boards, and commissions, the voluntary sector, and the education sector.

Last year the research found that 13.5% of the 3,256 leaders examined were visible minorities, compared with 49.5% of the general population in the area under study. This year the same institutions were examined and it was found that of a total of 3,348 leaders, just 469 (14%) are visible minorities.

Why is change slow?

Change in organizations is slow because people's professional and personal networks often take years to change to reflect the diversity of the population. However, there is evidence to suggest that the act of counting can encourage progress in diversifying leadership.

Those organizations featured in DiverseCity Counts which track diversity are much more diverse. For example, the City of Toronto has been tracking since 2003-2004 and has seen its number of visible minority appointments increase from 22% to 33% in a six-year period.

In addition, those organizations which are regulated under the Employment Equity Act appear to be more diverse than other organizations. In the media, this is true of broadcast organizations which are more diverse than newspapers.

What can organizations do to diversify their leadership?

DiverseCity Counts 2 makes a number of recommendations which emphasize the importance of targeted strategies and measurement. Organizations which stand out for the progress they have made, even over a year, subscribe to some of the best practices outlined here.

Understand the business case for diversity - Successful organizations understand that more diverse leadership adds value to their workforce, markets and overall performance.

Lead: make diversity a strategic priority - Diverse organizations have made diversity a strategic priority and clearly communicate its value.

Communicate to influence - Ensuring stakeholders within and outside the organization understand the commitment to diversity will help develop the organization's reputation and set a tone for interactions among employees, with suppliers and with customers.

Mainstream diversity - Forward-thinking organizations mainstream diversity through their business practices, from recruitment strategies to procurement policies. For example, RBC has joined many other large organizations in establishing diversity criteria for hiring suppliers.

Develop and sustain excellent human resources practices - Diversity training is an important part of good human resources policies, as is mentoring and developing informal networks for diverse talent. Fair and transparent human resources processes are critical.

Develop the pipeline - Successful organizations think ahead, focusing on succession planning and building a qualified pool of diverse leadership candidates.

Count: what gets measured gets done - There is evidence that tracking in and of itself inspires action. Measuring encourages organizations to think about their processes and helps advance change.

Summary data from <i>DiverseCity Counts 2</i> : <i>A Snapshot of Diverse Leadership in the Greater Toronto Area</i>		
	Visible minority sector average 2009	Visible minority sector average 2010
Elected officials	16.1%	15.4%
Public sector	8.1%	9.4%
Corporate sector	4.1%	4.1%
Voluntary sector	12.8%	12.5%
Education sector	19.8%	19.9%
Government agencies boards and commissions	18.6%	22.3%
Total	13.5%	14.0%

DIVERSECITY COUNTS 2: A SNAPSHOT OF DIVERSE LEADERSHIP IN THE GREATER TORONTO AREA

BY WENDY CUKIER, MARGARET YAP, JOHN MILLER AND PINOO BINDHANI.

www.diversecitytoronto.ca

In addition to the findings already highlighted, in 2010 this study extended its analysis to include the media.

The study examined two aspects of the media: who makes decisions at major print and broadcast media organizations serving the GTA, and who gets represented in the news coverage.

As in the corporate sector generally, visible minorities are under-represented on boards and among senior executives of large media corporations. Of the 287 leaders examined, there are 14 or 4.8% visible minorities. In general, broadcast companies in this study had slightly higher levels of representation, likely because they are subject to the federal Employment Equity Act and because tracking diversity is a condition of their CRTC licenses.

Visible Minority Media Decision Makers		
Category	Number analyzed	% Visible minority
Boards of directors	66	6.1%
Newsroom editors and producers	85	5.9%
Senior management	138	3.6%
Total	289	4.8%

News coverage provides opportunity for media to diversify

To examine how leadership is represented in news coverage, local newspapers and news broadcasts were analyzed. It was revealed that visible minorities are under-represented among columnists, experts and even stock background photographs in newspapers. Visible minorities are also under-represented as hosts, experts and in the background of stories on the supper time broadcast news.

Visible Minority Representation in the Media			
	Total analyzed	Number visible minority appearances	% Visible minority appearances
Broadcast hosts and reporters	286	58	20.3%
Print columnists	471	16	3.4%
Expert speaking sources in broadcasts	343	57	16.6%
Everyday life story speaking sources	200	46	23.0%
Photos in print	2,036	476	23.4%
Total	3,336	653	19.6%

However, online media and ethnic media, in particular, are providing new opportunities to broaden representation. The research also found that there are a number of simple and cost effective ways that media can diversify their news content. These include for example updating stock photography, identifying experts from diverse backgrounds by using databases such as DiverseCity Voices, and recognizing how diversity can strengthen journalism.

News coverage provides opportunity for media to diversify

About 20% of the Canadian population was born outside the country, and 16% are visible minorities.¹ Between now and 2031, the foreign-born population will increase rapidly, likely reaching 28% of the total population.² The number of visible minorities living in Canada will likely double, from 5.3 million in 2006 to more than 10 million.

As a result of these demographics, ensuring diversity in leadership is a social and economic imperative.

Diversity in media coverage can support the efforts to diversify in other sectors because:

- The media play a powerful role in shaping public perceptions of who is a leader in all segments of society. Diversity in the representation of expert opinion in media coverage has the potential to encourage diversity in leadership.
- The media shape the aspirations of those who may one day become leaders.
- Diversity in the newsroom may lead to stories that are more representative of people and viewpoints, producing more accurate and inclusive journalism.

In addition, diversity in leadership among decision makers in the newsroom allow the media to connect to a broader and growing audience. There is evidence that this could have a positive effect on readership/viewership and the media's bottom line.

1. Statistics Canada. (2008). *Community profiles*. Retrieved May 5, 2009 from: www12.statcan.ca/english/census06/data/profiles/community/index.cfm

2. Statistics Canada. (2010). *Projections of the Diversity of the Canadian Population*. Statistics Canada Catalogue no. 91-551-X. Retrieved April 30, 2010 from: www.statcan.gc.ca/pub/91-551-x/91-551-x2010001-eng.pdf

DiverseCity: The Greater Toronto Leadership Project

This three year project, funded in part by the Government of Ontario, works to strengthen institutions, expand networks, advance the research and track progress through eight initiatives.

DiverseCity onBoard matches highly qualified candidates from racially and ethnically diverse communities with governance positions in agencies, boards, commissions and nonprofit organizations across the GTA.

DiverseCity School4Civics is a nine-month training and mentoring program that equips leaders to run for elected office or manage campaigns.

DiverseCity Voices is an online database of diverse voices connecting qualified speakers and the media in an effort to enrich the content of our newspapers, magazines, radio and television.

DiverseCity Nexus is a salon-style speakers' series designed to bridge leadership connections between established and rising corporate leaders.

DiverseCity Fellows catalyzes the next generation of city builders through seminars, networking and action-based projects.

DiverseCity Advantage builds the body of knowledge on the economic and social benefits of diversity in leadership.

DiverseCity Perspectives delivers facilitated dialogues exploring what diversity means to us and how we can take full advantage of everything it has to offer.

DiverseCity Counts is an annual report on the GTA's progress toward building a more diverse leadership. It is produced by Ryerson University's Diversity Institute.



About Maytree Policy in Focus

Maytree Policy in Focus, a publication of Maytree, identifies and shares practical research to help inform policy- and decision-making.

For more information, visit www.maytree.com/policyinfocus.

Please send questions or comments to policyinfocus@maytree.com.

Maytree. For Leaders. For Change.

Maytree invests in leaders to build a Canada that can benefit from the skills, experience and energy of all its people. Our policy insights promote equity and prosperity. Our programs and grants create diversity in the workplace, in the boardroom and in public office, changing the face of leadership in our country.

