

# CONCLUSIONS

## Change is slow but moving in the right direction

This year this study examined a total of 3,348 leaders; of these just 469 (14%) are visible minorities, slightly higher than the 2009 results which found that 13.5% of the 3,256 leaders examined were visible minorities. Given the small numbers, it is difficult to draw conclusions except that the numbers seem to be moving in the right direction. Among the differences compared to 2009 findings, it was found that:

- In the public sector, 9.4% are visible minorities, up slightly from last year; and
- The proportion of visible minorities sitting on agencies, boards and commissions increased from 18.6% last year to 22.3%.

Given the changing composition of the workforce and growing diversity among the GTA population, the composition of leaders will evolve over time. The challenge is to accelerate this process. It is clearly easier to accelerate change among positions with rapid turnover such as elected officials. It may also be easier to accelerate change in those positions which allow lateral movement; that is, appointed positions such as boards of directors. There is evidence in some sectors of the kind of change that is possible by simply focusing attention on the issue. The City of Toronto's ABCs and financial institutions are two examples highlighted in this report.

## There are organizational trailblazers and laggards in each sector

This year, the gap between those organizations that are diverse and those which are not was also examined. About 21.9% of all the organizations examined have more than 20% of their leadership who are visible minorities. It was also found that:

- 80% of university boards of governors and 83.3% of college boards of governors have more than 20% visible minorities; and
- Most municipalities have at least one elected official who is a visible minority.

However, in other sectors, a majority of organizations have no visible minority representation at all. For example, 76.9% of corporate boards and 69.2% of corporate sector executive teams have no visible minorities. In the voluntary sector, 61.5% of charities and 80% of foundations have executive teams without any visible minorities.

This gap between high and low performers is interesting because it shows that the overall totals may mask dramatic differences within sectors. This finding also reinforces the importance of examining the practices of successful organizations in each sector in order to promote learning between organizations. It is interesting to note that the top performing organizations and sectors profiled all measure and publicly report on their efforts.

## Media leadership mirrors corporate sector leadership

This year, the study took a special look at the news media that are most consumed by GTA residents.

In large media corporations, as in the corporate sector generally, visible minorities are under-represented on boards and among senior executives. Of the 289 leaders examined, there are 14 or 4.8% visible minorities. In total 66 board members were examined and only four (6.1%) are visible minorities. Most of the boards – five of seven – have no visible minorities. In terms of senior management, five of 138 leaders (3.6%) are visible minorities. Among newsroom decision makers only five of 85 (5.9%) are visible minorities.

Broadcasters, unlike newspapers, are federally regulated and required to file reports under Canada's employment equity legislation and also as a condition of their CRTC licenses. In general, broadcast companies in this study had slightly higher levels of representation.

## News coverage provides opportunity for media to diversify

This study's analysis of media coverage showed a significant under-representation of visible minorities in the news, generally. In print, 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 background stories on the supper time broadcast news. However, online media and ethnic media, in particular, are providing new opportunities to broaden representation.

While changes in leadership are constrained by the economic realities media companies face, issues in media representation are easier to address by thinking outside of the box to form strategic partnerships and making mindful choices. Some specific recommendations for the media are:

## Make accurate reflection and portrayal a core journalistic value

Simply asking the question "Does our news coverage reflect our community?" can focus more attention on the issue of diversity and lead to significant changes. Making the commitment to diversity explicit and part of everyone's job can lead to better journalism. A good roadmap for how to embrace diversity is "Reflecting Canadians," a collection of best practices adopted by the Canadian Association of Broadcasters.

## Mainstream diversity in all aspects of media coverage

Media can reflect diversity in all stories, not just those about culture and race. An easy place to start is to examine the diversity of "everyday" stories (consumer, health, education, weather, traffic, travel, etc.). There are organizations that provide diverse stock photos; for example, Blend provides multicultural stock photos ([www.blendimages.com](http://www.blendimages.com)). In addition media organizations can develop a database of visible minority experts on many topics (ie. a "rainbow rolodex") or they can plug into existing databases such as DiverseCity Voices ([www.diversecitytoronto.ca/diversecity-voices](http://www.diversecitytoronto.ca/diversecity-voices)). Media organizations can also appoint a community advisory board to provide advice, contacts and feedback on the success of their initiatives.

## Partner with multicultural media and exploit "new" media

The continued growth of ethnic media provides an economic opportunity for mainstream media wishing to reach new readers or viewers. Media coverage can be diversified by accessing wire services of stories from ethno-cultural media. Increasingly, there is evidence of new mutually beneficial partnerships emerging between mainstream and emerging ethnic media. "New" media provide opportunities to give a platform to new voices rather than just repurposing print or broadcast news.

## Recommendation for all sectors

This year's study reinforced the recommendations from last year, in particular the value 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 below.

### 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. Effective leadership comes from the top, as the profile of the financial services sector has indicated.

### 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

Diversity is more than a representative workforce. 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 (Cukier, 2010). While broader analysis is required, there are anecdotal examples of how addressing diversity can help grow an audience or market, or provide access to new revenue sources.

## Develop and sustain excellent human resources practices

Across sectors, organizations are reaching out to diverse communities, putting in place supports to recruit, develop and retain diverse talent. 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. Whether for boards or executive positions, developing the pipeline is a critical component of an effective diversity strategy. For example, media organizations can consider diversity when establishing internships, scholarships and writers' programs.

### 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. This study's review of the financial services sector suggests that the mere process of requiring annual reports under employee equity legislation has helped propel financial service organizations to the forefront of advanced diversity management practices with significant results. It would also seem that the reporting required by employment equity legislation and the CRTC has helped advance the level of representation in the broadcast media. The organizations profiled in this report all set explicit targets for diversity and reported on them publicly.

Diversity in leadership is an opportunity for all sectors, and for the GTA as whole. The findings in this report may encourage and assist organizations to make diversity in leadership a priority, enhancing their performance and that of the GTA.