DiverseCity

THE GREATER TORONTO LEADERSHIP PROJECT

DIVERSECITY COUNTS 3

A Snapshot of Diverse Leadership in the GTA 2011

The third annual research report measuring diversity among leaders with a new focus on the legal sector

DiverseCity Counts is part of DiverseCity: The Greater Toronto Leadership Project, an eight-point plan to diversify our leadership landscape.

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DIVERSITY INSTITUTE
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DiverseCity Counts 3

2011

A SNAPSHOT OF DIVERSE LEADERSHIP IN THE GTA

The third annual research report measuring diversity among leaders with a new focus on the legal sector

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ABOUT RYERSON UNIVERSITY'S DIVERSITY INSTITUTE

The Diversity Institute undertakes research on diversity in the workplace and develops applications to improve practices in organizations. Recognizing that diversity is a journey, the Diversity Institute works with organizations to develop customized strategies, programs and resources to promote new, interdisciplinary knowledge and practice about diversity with respect to gender, ethnicity, sexual orientation, and ability.

The Institute collaborates with industry, government, non-profits and academics to:

- Research existing practices and evaluate programs;
- Explore barriers to full participation in the workplace;
- Develop fact-based policies and programs to help organizations attract, motivate and develop under-represented groups; and
- Provide customized training to support the development of diversity strategies.

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EXECUTIVE SUMMARY

Diverse leaders are linked to financial prosperity, innovation and social inclusion.

DiverseCity Counts is a research project that has tracked rates of diversity among leaders in the Greater Toronto Area (GTA) since 2009. It is part of DiverseCity: The Greater Toronto Leadership Project, an initiative of Maytree and the Greater Toronto CivicAction Alliance. Research is conducted by Ryerson University's Diversity Institute.

Many studies have identified the social and economic benefits of diverse leadership. It is crucial that the leaders of a region are representative of the population because diversity in leadership:

- Supports improved organizational and financial 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 the population.

Leadership is becoming more diverse but at a slow pace

Since 2009, DiverseCity Counts has measured the number of visible minorities in positions of leadership in the largest and most influential employment sectors in the GTA. The focus has been on six sectors: elected office, the public sector, the corporate sector, the voluntary sector, the education sector, and agencies, boards and commissions (ABCs).

In 2009, the study found that 13.4% of the 3,256 leaders analysed were visible minorities, compared to 49.5% of the population in the area under study. In 2010, the study revealed some subtle but positive changes: in total, 14% of 3,347 leaders examined were members of visible minority groups. This year, an analysis of the same institutions revealed that 483 of a total of 3,330 leadership positions, or 14.5%, are held by members of visible minority groups. This represents a gradual, but significant, increase (8%) in the diversity of GTA leaders over the last three years.

Rates of diversity vary between sectors

Here are a few of the findings:

- The largest increase of visible minority leaders occurred in the elected officials sector, which rose from 16.1% in 2009 to 19% in 2011, demonstrating an 18.4% change. This is due to greater visible minority representation in leadership positions on city councils and school boards following the 2010 municipal elections.
- In the public sector, 8.8% of leadership positions are held by visible minorities, down slightly from 2010 (9.4%), but up from 2009 (8.1%).
- Corporate sector leadership is the least diverse. Visible minorities hold just 4.2% of leadership positions in this sector.

- The best overall results are found in government agencies, boards and commissions. Twenty-two per cent of leadership positions in this sector are held by visible minorities. This represents an increase of 18.3% since 2009, and one of the most significant increases found in this study. ABCs also had the most diverse leadership in 2010 (see Table 1).

Table 1: Summary data: Visible minorities (VMs) in leadership positions

	VM Sector Average 2009	VM Sector Average 2010	VM Sector Average 2011
Elected officials	16.1%	15.4%	19.0%
Public sector executives	8.1%	9.4%	8.8%
Corporate sector boards and executives	4.1%	4.1%	4.2%
Voluntary sector boards and executives	12.8%	12.5%	12.5%
Education sector boards and executives	19.8%	19.9%	20.0%
Government agencies, boards, and commissions appointments	18.6%	22.3%	22.0%
Total	**13.4%**	**14.0%**	**14.5%**

Rates of diversity vary within sectors

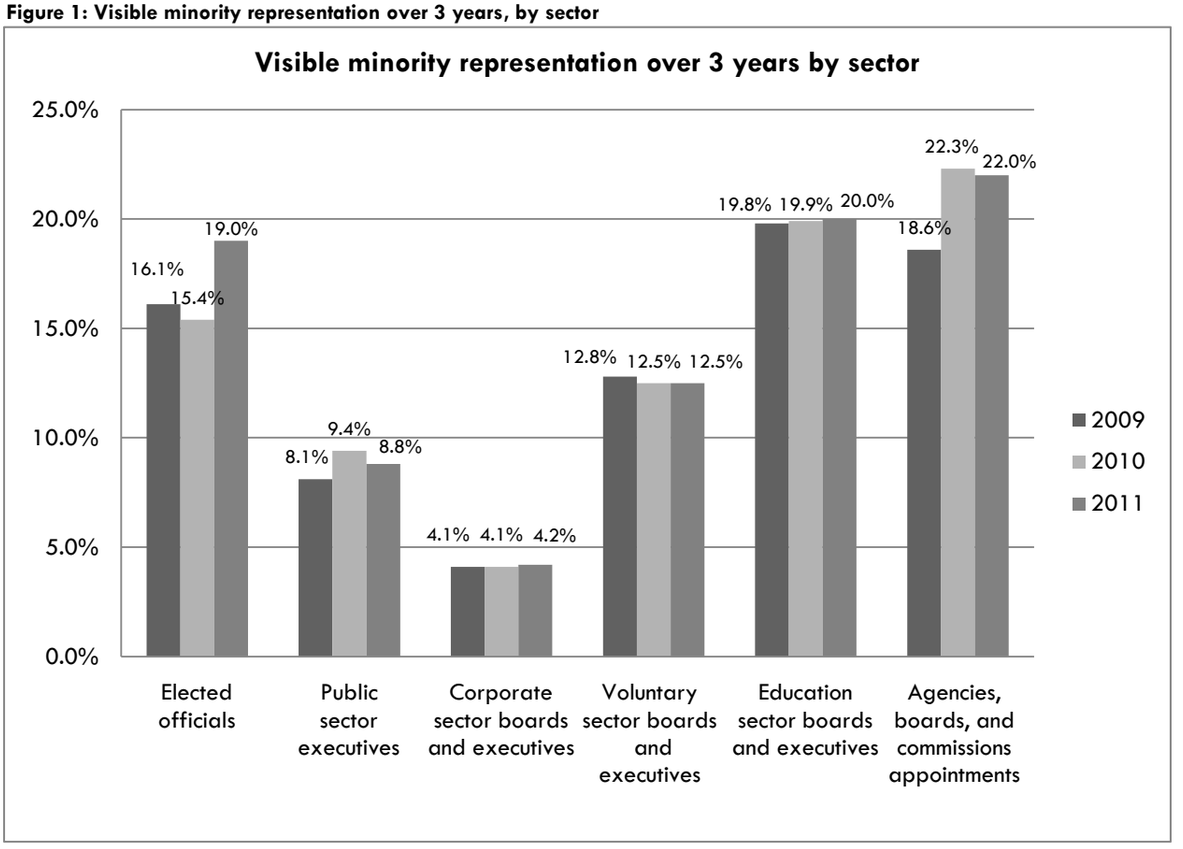
This research shows that some sub-sectors have more visible minority leadership than others. For example:

- Within the public sector, 3% of municipal and regional executives are visible minorities compared to 11% of deputy and assistant deputy ministers.
- In the education sector, colleges are the most diverse with visible minorities holding 26.3% of leadership positions; while just 8.3% of school board directors are visible minorities.
- City of Toronto agencies, boards, and commissions have the best overall diversity. Visible minorities make up 33% of leadership positions in this sub-sector.

Within sectors, some organizations have significant numbers of visible minorities in leadership, while others have absolutely none. This gap reinforces the need for organizations that distinguish themselves as diversity leaders to share their policies and practices with less proactive organizations.

Figure 1 illustrates the different rates of diversity across sectors over the course of this study.

Figure 1: Visible minority representation over 3 years, by sector



Legal leaders do not reflect the population they serve

This year, the project introduced an additional sector to the study: the legal sector. The legal system is one of the core institutions in a democracy. To analyse this sector in the GTA, the number of visible minority leaders among judges, legal governing bodies, law school deans and associate/assistant deans, partners in the largest law firms, and Crown and deputy Crown attorneys were counted.

Within leadership roles, visible minorities are under-represented in the legal sector. Visible minorities comprise 14.4% of all lawyers in the GTA, yet of 2,410 legal leaders identified, only 6.8% (163) are visible minorities. Law schools and governing bodies have the highest percentage (10.5%) of visible minorities in leadership positions. Among judges, 8.3% are visible minorities, while 6.6% of partners in the largest law firms are visible minorities. There are no visible minorities among Crown and deputy Crown attorneys in the GTA (see Table 2).

Table 2: Visible minority leadership in the legal sector

	Total Number	Total Analysed	% Analysed	VM	%VM
Judges	249	180	72.3%	15	8.3%
Governing bodies and law school leaders	38	38	100%	4	10.5%
Partners in law firms	2,191	2,178	99.4%	144	6.6%
Crown and deputy Crown attorneys	14	14	100%	0	0%
Total	**2,492**	**2,410**	**96.7%**	**163**	**6.8%**

The legal sector: A need for more initiatives

This project reveals that visible minorities are under-represented as leaders throughout the legal sector. Many initiatives are currently underway to improve the participation of visible minorities in the legal profession. However, additional focus on advancing visible minorities into leadership roles is also needed.

INTRODUCTION

DiverseCity Counts is one of eight initiatives of the DiverseCity: The Greater Toronto Leadership Project, an endeavour of Maytree and the Greater Toronto CivicAction Alliance. The goal of DiverseCity is to realize the promise of a stronger and more prosperous Greater Toronto Area (GTA) through more diverse leadership.

The DiverseCity Counts project began in 2009 when DiverseCity commissioned Ryerson University's Diversity Institute to collect data to analyse the representation of visible minorities in positions of leadership, assess progress, and identify leading practices in promoting diverse leadership on an annual basis.

This is the third report in the DiverseCity Counts series. It provides an update of findings from previous years and an analysis of leadership diversity in six sectors: elected office, the public sector, the corporate sector, the voluntary sector, the education sector, and agencies, boards and commissions. This year, the research was expanded to include an analysis of legal sector leadership in the GTA.

Context

In the GTA, visible minorities account for 40% of residents (Statistics Canada, 2008). By 2031, it is expected that visible minorities will comprise 63% of the population in the Toronto census metropolitan area (CMA) (Statistics Canada, 2010). The five most prominent minority groups in the GTA are: South Asian (12.6%), Chinese (8.9%), Black (6.6%), Filipino (3.2%), and Latin American (1.8%) (Statistics Canada, 2009). It is important that the leadership of the GTA reflects its population because diverse leadership plays a vital role in the region's social and economic prosperity.

The Benefits of Diverse Leadership

Diversity in leadership is required to address the talent and skills shortage that has resulted from demographic changes. According to Statistics Canada (2007), net immigration could be the only source of population growth by 2030 and is currently the only source of net labour growth. Diverse leaders with a variety of experience reflect, attract, and can harness the skills of the GTA's highly diverse community members. As one of the most diverse regions in the world, the GTA has the potential to leverage its diversity for success in the global economy.

Diversity in leadership supports improved financial and organizational performance: Many studies suggest there is a positive correlation between an organization's diverse leadership and financial performance (Conference Board of Canada, 2008; Herring, 2009).

Diversity in leadership provides access to new domestic and global markets: Recent research suggests that access to global and emerging local markets may be enhanced by diverse leaders (Slater et al., 2008; Miller & Triana, 2009).

Diversity in leadership helps organizations attract and retain the best talent: Organizations with diverse leaders are more likely to attract and retain the most highly skilled workforce. Broome and Krawiec (2008) found that a diverse board, for example, signals an organization's commitment to its employees. Similarly, McKay et al. (2007) have linked senior executive commitment to diversity to reduced turnover intentions. Organizational efforts to support diversity were also found to moderate the effects of perceived racial discrimination (Triana et al., 2010).

Diversity in leadership supports innovation: Empirical research (Slater et al., 2008) suggests that diversity supports innovation and creativity. Employees who are racially and culturally diverse are more likely to generate innovative solutions. Companies, such as Xerox Canada, have demonstrated that innovation is correlated to diverse work teams (Smith, 2007). Similarly, diverse organizations also demonstrate better product development and service (Nieburh, 2010).

Diversity in leadership promotes social inclusion: Diverse leadership has an impact on social inclusion by shaping the hopes and aspirations of youth (Aguirre, 2008).

The Importance of the Legal Sector

Legal professionals are central to democracy and economic stability, playing a vital role in the government and society as a whole (Grajzl & Murrell, 2006). The legal profession is often a path to positions of power and authority in Canada. Following the Canadian federal election in 2008, for example, 15.9% of members of the House of Commons were lawyers. It is also notable that 73% of prime ministers since Confederation were practicing lawyers prior to taking office, and that all of Canada's 20th-century Canadian prime ministers had some background in law. (Dodek, 2009).

Legal sector leaders who reflect the demographic composition of the population have a profound impact on fostering access to justice. Increasing the number of lawyers from diverse backgrounds is the first step to ensuring equitable access to all members of society. Studies (Nishikawa, 2009) suggest that a more representative judiciary can counteract negative stereotypes and engender attitudinal change about certain groups. Ensuring diversity in legal institutions, therefore, is a sign of inclusion. It fosters public confidence in the justice system, and can enhance the self-perception of persons who have, historically, faced discrimination.

The Benefits of Diverse Leadership in the Legal Sector

Beyond the broad benefits of social justice and economic stability, there is a business case for increasing diversity within the legal sector.

Diversity provides legal organizations and firms with a competitive advantage: With more diversity, organizations can better respond to changing clients and needs than organizations that are not diverse (Arnstein & Lee, 2010). A growing number of large corporate clients, like the Royal Bank of Canada (RBC) (2011), are committed to supplier diversity and ask firms to provide diverse legal representation in their procurement processes.

Diverse leadership allows law firms to respond to new market opportunities: Growing ethnic markets within the GTA as well as emerging markets in South Asia, China and Latin America, are increasing the demand for diverse legal professionals (Arnstein & Lee, 2010). Diverse legal teams are known to improve a firm's overall efficiency and innovation, its ability to respond to changing markets, and its financial performance (Brayley & Nguyen, 2009).

Diverse leadership in the legal sector contributes to society: The influence of legal professionals extends beyond the legal sector to the broader society. Political agendas and policies are dependent on legal counsel, making the legal sector and its leaders key influencers in society (Vauchez, 2008). Legal professionals contribute to institutional reform and shape important policies, including economic ones (Grajzl & Murrell, 2006). They must be aware of the unique needs of a diverse population in order to ensure policies are inclusive. The judiciary has a major role in the administration of justice and can influence policy development. Diversity among leaders in the legal sector can promote a better understanding of the social context, as

diverse leaders tend to be cognizant of the unique needs of a diverse population. They will ensure policies are inclusive, and administer fair and equitable judicial responses.

Diverse leadership and culture in legal firms mitigate risk: Legal organizations (including governing bodies, government departments, and private firms) with inclusionary policies, practices and cultures mitigate the risk of legal action taken by employees, suppliers or other stakeholders citing discrimination. Such cases can have negative financial and reputational impacts.

A diverse judiciary contributes to the legitimacy of courts: A diverse judiciary enhances the credibility of the courts among historically excluded communities and the visibility of diversity on the bench helps dispel existing stereotypes (Johnson & Fuentes-Rohwer, 2004).

Diversity on the bench improves the quality of judicial decision making: There is a growing recognition in legal scholarship that judges do not simply analyse and apply the law, but also make determinations that draw on their personal experiences (Ifill, 2002). Personal experiences inform judges' assumptions about people – the determination of the credibility of witnesses, for example – that can affect legal decisions and outcomes. The judiciary is also the branch of government charged with the protection of constitutional rights, including the rights of visible minorities, where judges exercise some level of discretion. Judicial diversity enhances the quality of decisions made because it guarantees the inclusion of a greater variety of cross-cultural perspectives. Such diversity of perspectives would influence the outcome of cases (Chen, 2003).

Project Scope

Since 2009, the DiverseCity Counts project has tracked the number of visible minorities in leadership in the GTA.

The GTA contains 25 municipalities (see Appendix 1). However, this research is focused on those areas with the highest percentage of visible minorities: Toronto, Brampton, Mississauga, Markham and Richmond Hill. These five areas, with a population of approximately four million people, account for 72.5% of the GTA's population. Within this selected geographic area, 49.5% of the population are visible minorities (see Appendix 2).

Since 2009, this analysis focused on six major and distinct sectors. Counts were done of visible minority leadership positions among elected officials, in agencies, boards and commissions and of leaders in the public, corporate, voluntary and education sectors. These six sectors were further broken down into sub-sectors, which are detailed later in the report.

This year, the study also examined the legal sector in the GTA. To analyse rates of diversity in this sector, the following major categories of legal leadership were identified: judges; governing bodies and law school leaders; partners in the largest law firms; and Crown and deputy Crown attorneys. Justices of the peace were analysed separately. Rates of diversity among these legal leaders were counted according to the same methodology used in other sectors.

DEFINITIONS

Diversity in Leadership: Refers to the representation of visible minorities in leadership positions, such as in elected office and in the most senior management roles in the public, corporate, voluntary and education sectors, in agencies, boards and commissions as well as in the legal sector.

Visible Minority: The Canadian Employment Equity Act defines visible minorities as "persons, other than Aboriginal Peoples, who are non-Caucasian in race or non-white in colour" (Department of Justice Canada, 2011). Examples of visible minorities include: Chinese, South Asian, Black, Filipino, Latin American, Southeast Asian, Arab, West Asian, Korean, Japanese, mixed and other visible minorities.

Immigrant: A person born outside of Canada, intending to settle within Canada over a longer period of time.

Aboriginal Person: An Aboriginal person is a North American Indian or First Nation member, a Métis or an Inuk. North American Indians or First Nation members include Status, Treaty, or Registered Indians, as well as Non-Status and Non-Registered Indians. Aboriginal persons are not included in this study because they are not a visible minority group and are categorized separately under the Canada Employment Equity Act.

Methodology

This study relied on public information, such as captioned photos and biographies, to identify leaders and their demographic profiles. Data sourced from the public domain have a number of benefits over survey data because they can be confirmed more easily. Surveys are also susceptible to low rates of response and can be unrepresentative and, thus, statistically insignificant.

Four researchers were trained to apply the definition of visible minorities, above, as well as other terms. Publicly available data were assessed by these independent researchers who determined whether the leaders are visible minorities. All data were verified three times and inter-coder reliability exceeded 95%. Data were clarified with surveys and interviews when demographic information was publicly unavailable or indefinite.

The reliability of this method of data collection was acknowledged by the Ontario Human Rights Commission (2010) which reviewed previous DiverseCity Counts reports and concluded that "the strong, rigorous data collection methods gave the work more credibility."

The quantitative analysis was supplemented by qualitative research and literature reviews. Organizations with the highest proportion of visible minority leadership representation in each sector were identified and their diversity initiatives were noted.

Implications for future research

It is worth noting that the category 'visible minorities' is not homogeneous and some ethnic and racial minorities have achieved dramatic results in terms of representation in leadership positions while others have not. More research is needed to understand differences among different communities' levels of leadership representation in each of the different sectors and sub-sectors.

UPDATE – THREE YEARS LATER

Overall, the numbers suggest that leaders in the GTA are gradually becoming more reflective of the population they represent. In the geographic area studied, visible minorities account for 49.5% of the total population. Of the 3,330 leadership positions in six sectors analysed this year, 483 (14.5%) of leaders are visible minorities. This is an improvement over 2009, when visible minority leaders accounted for just 13.4% of the 3,256 individual leaders examined.

ELECTED OFFICIALS

Electoral representation is an important indicator of a democracy's health (Siemiatiycki, 2008). Diversity in elected office indicates to the public – in a powerful way – that all citizens have opportunities and access to power. Diverse political leadership can put issues on the policy-making agenda that are important to visible minorities and ethnocultural communities, and ensure that a broad range of perspectives shape political priorities (Bird, 2007). Increasing the number of diverse political leaders also promotes social inclusion and signals opportunities within the organization for visible minorities. This further serves to positively shape the hopes and aspirations of younger generations of visible minorities.

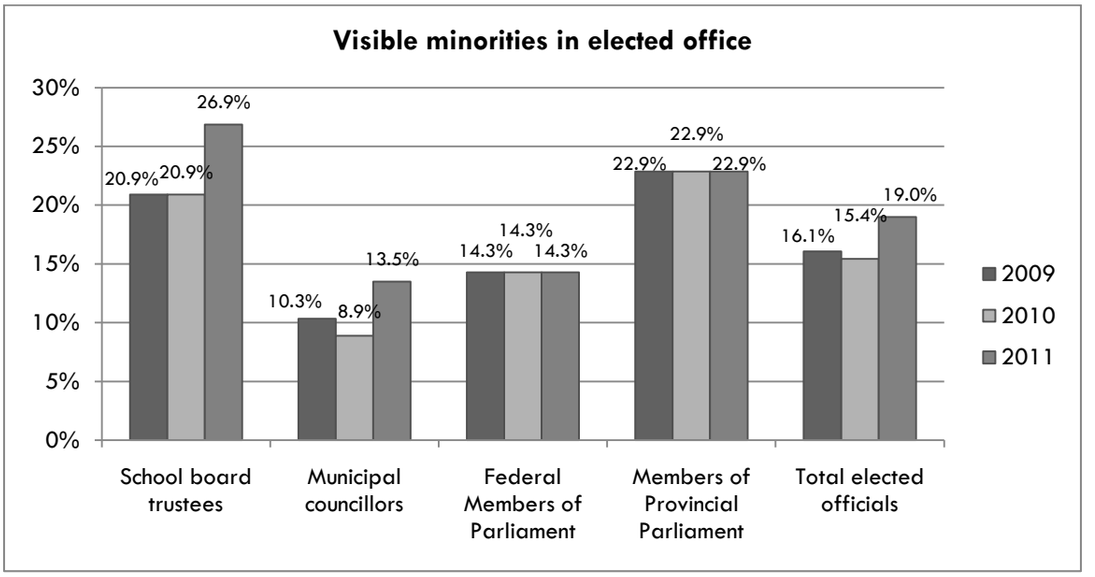
Methodology

Focusing on the municipalities with the highest proportion of visible minorities in the GTA – Toronto, Brampton, Mississauga, Richmond Hill and Markham – the study assessed elected officials on school boards, city councils, in the Ontario legislature, and in federal parliament. The results of the 2010 municipal and 2011 federal elections are included in the analysis.

Findings

In 2011, 43 of 226 (19%) elected officials, representing all levels of government in the GTA, are visible minorities. This year's results represent an 18.4% increase over 2009 levels, when 16.1% of elected officials were identified as visible minorities. Within the last three years, more visible minority leaders have been elected to the city councils of Toronto, Richmond Hill, and Markham, as well as to the York Region District School Board and the Peel Public School Board (see Figure 2). The most dramatic change occurred in the York Region District School Board, which saw a 300% increase, from 16.7% (1 of 6) in 2009, to 66.7% (4 of 6) in 2011, albeit for a relatively small number of people.

Figure 2: Visible minorities in elected office



Within this sector, there are notable differences across sub-sectors. School board trustees, for example, have the highest number of visible minority leaders (26.9%), up from 20.9% in 2009. At the municipal level, the October 2010 elections produced a 30.4% increase in representation among city councillors to 13.5% in 2011 from 10.3% in 2009. Among federal Members of Parliament, 14.3% of elected officials are visible minorities, a number that has remained unchanged since 2009, despite a general election in May 2011.

Practices that Work in Elected Office

Specific strategies can improve the diversity of elected officials in the GTA so that political leaders better reflect the community's demographic composition.

Count: What gets measured gets done

Ongoing analyses that measure and track diversity in riding associations, of candidates and elected officials, create a fact base for assessing leadership representation and can inspire improvements (Douglas, 2004). Differences among political parties in the participation of immigrants and visible minorities can be used to establish a baseline measure as well as a benchmark against which political parties can evaluate initiatives that increase diversity.

Set targets

Parties can demonstrate commitment to diversity by setting specific targets to increase the number of visible minority candidates, Members of Provincial Parliament (MPPs), Members of Parliament (MPs), and cabinet ministers. For example, with respect to gender, Quebec Premier Jean Charest split his cabinet appointments equally between women and men (Smith, 2008). Dalton McGuinty, the Premier of Ontario, set a target for 33% of elected MPPs to be women (Ferguson, 2011).

Lead: Make diversity a strategic priority

In order to increase diversity, party leaders must make diversity a priority and commit to increasing diversity from the top down.

Develop the pipeline

The efforts of political parties to develop the pipeline – that is, to encourage visible minority engagement and support in the political process – requires actively reaching out to under-represented groups. This involves engaging visible minority communities in: riding associations, the identification and recruitment of potential candidates, as well as policy development and electoral campaigns.

For example, Maytree and CivicAction have partnered to implement a nine-month, non-partisan training and mentoring program called DiverseCity School4Civics. Delivered by campaign experts from across the political spectrum, the program is targeted at promising leaders from diverse communities and develops the skills required to run for elected office or to manage election campaigns (Bravo, n. d.).

Develop and sustain excellent human resource practices

Visible minority candidates can be supported with coaching, mentoring, training and other resources (e.g., volunteers, campaign strategies, etc.) in their careers and campaigns. It is crucial that visible minorities are recruited for staff positions with elected officials because these positions often serve as training grounds for future politicians.

Communicate to influence: Mainstream diversity

Signalling a commitment to diversity, both internally and externally, includes communicating with ethnocultural media, liaising with ethnocultural organizations, and engaging in community outreach. Intercultural and language appropriate educational strategies can improve the engagement of visible minorities and immigrants in electoral politics (Black, 2001; Jedwab, 2006). Such strategies involve the integration or mainstreaming of diversity throughout the value chain and out into the external environment.

PUBLIC SECTOR LEADERS

While public sector leaders are not as well-known as elected officials to the general public, they play a critical role in contributing to a government that is both democratic and representative. A representative bureaucracy ensures that a wide range of viewpoints informs the decision-making process, including the perspectives of historically under-represented groups. A diverse public service is a symbolic commitment to equal access to power and draws on the widest possible pool of candidates when making public service appointments (Evans et al., 2008).

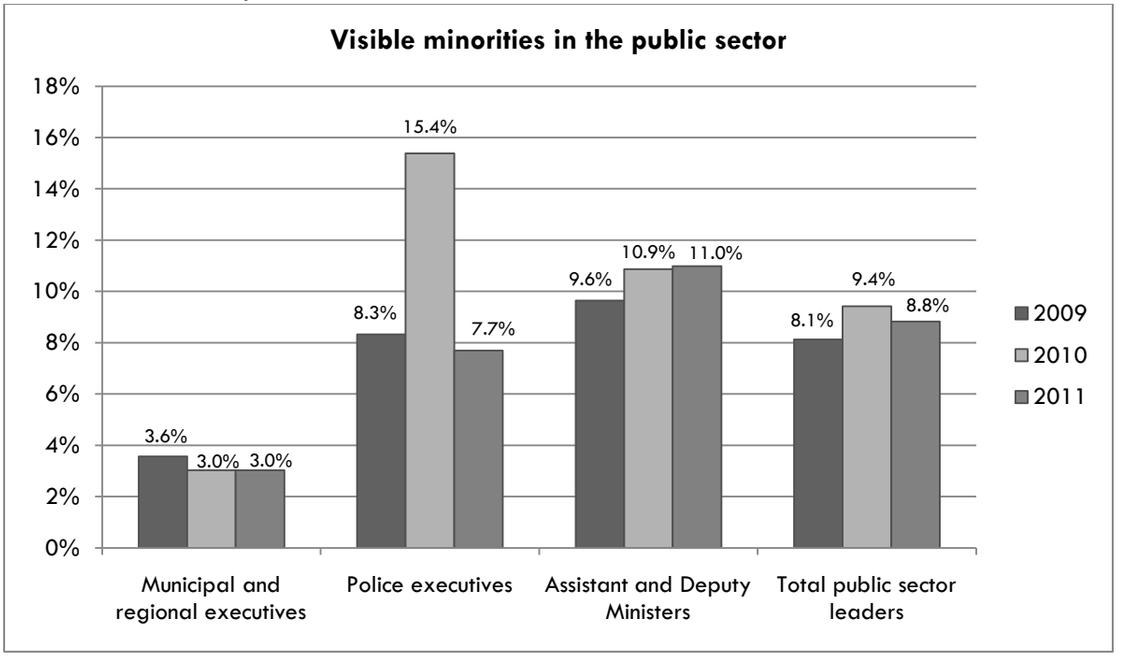
Methodology

As in previous years, this year's analysis examines public service leadership in GTA municipalities and in the provincial government. It focuses on the executive committee in municipalities (usually the chief administrative officer, city manager, deputy city manager, and commissioner), police executives (chiefs and deputy chiefs), and deputy ministers (DMs) and assistant deputy ministers (ADMs) in the Province of Ontario.

Findings

In 2011, 8.8%, or 12 of 137 public sector leaders analysed are visible minorities. This represents an overall increase of 7.7% from 2009, when visible minorities held 8.1% of positions (see Figure 3).

Figure 3: Visible minorities in the public sector



Among municipal and regional executives, the percentage of visible minority leaders has remained steady at 3%.

In 2011, 11% of DMs and ADMs are visible minorities. This represents an increase of 14% since 2009, when the total proportion of visible minority DMs and ADMs was 9.6%. In 2011, the most diverse departments are the Ministry of Citizenship and Immigration (33.3%) and the Ministry of Health and Long-Term Care (30%).

Practices that Work in the Public Sector

Specific strategies can improve the diversity of public sector leaders so they better reflect the population they serve.

Count: What gets measured gets done

Employee engagement surveys can help track rates of diversity. Surveys designed with careful attention to data collection methods will result in increases in staff self-identification, because they believe it will make a direct and positive difference in their working culture.

Set targets

A number of deputy ministers in the Ontario Public Service (OPS) (2009) have included diversity targets in their performance plans.

Lead: Make diversity a strategic priority

Senior managers in the OPS communicate their commitment to diversity, inclusivity, accessibility, and representativeness by applying a diversity lens to all policy development. An OPS diversity office was established and the first chief diversity officer was appointed, who has the power and authority to be an active agent of change within the organization.

Develop the pipeline

By providing targeted outreach to specific communities, the Toronto Police Service (2011) believes that informal relationships between officers and members of immigrant communities have led to a significant increase in recruits from visible minority backgrounds in recent years. Over a number of years this has increased the pool of candidates for leadership positions.

Develop and sustain excellent human resource practices

Good human resource practices are essential to identify and attract qualified visible minority candidates. Organizations must undertake succession planning, skills gap analyses, targeted recruitment, and strategic hiring.

Professional development, including training and mentoring programs, develop employees from traditionally under-represented groups for leadership positions. For example, the Ontario Public Service has implemented the Diversity Mentoring Partnership Pilot Program, partnering 30 deputy ministers with 85 OPS employees from five target groups under-represented in leadership positions (Ministry of Health, 2002).

Communicate to influence: Mainstream diversity

Senior leaders should also communicate the value of diversity to their stakeholders and the entire supply chain, including educational institutions, the media, and other partners. The Government of Ontario not only has strategies to address diversity in the workplace and in service delivery but also applies a diversity lens to the policy development process.

CORPORATE SECTOR LEADERS

Financial performance may be enhanced by increasing diversity among executives and board members in the corporate sector. A 2009 study of Fortune 500 firms showed a positive correlation between a board's racial diversity, the firm's reputation, and innovation (Miller & Triana, 2009). Increasing diversity on boards requires a long-term, integrative approach. Research shows that "a diverse board is the most important aspect of corporate diversity" because "it shows the organization's commitment and sets an example for the rest of the organization" (Virtcom, 2006).

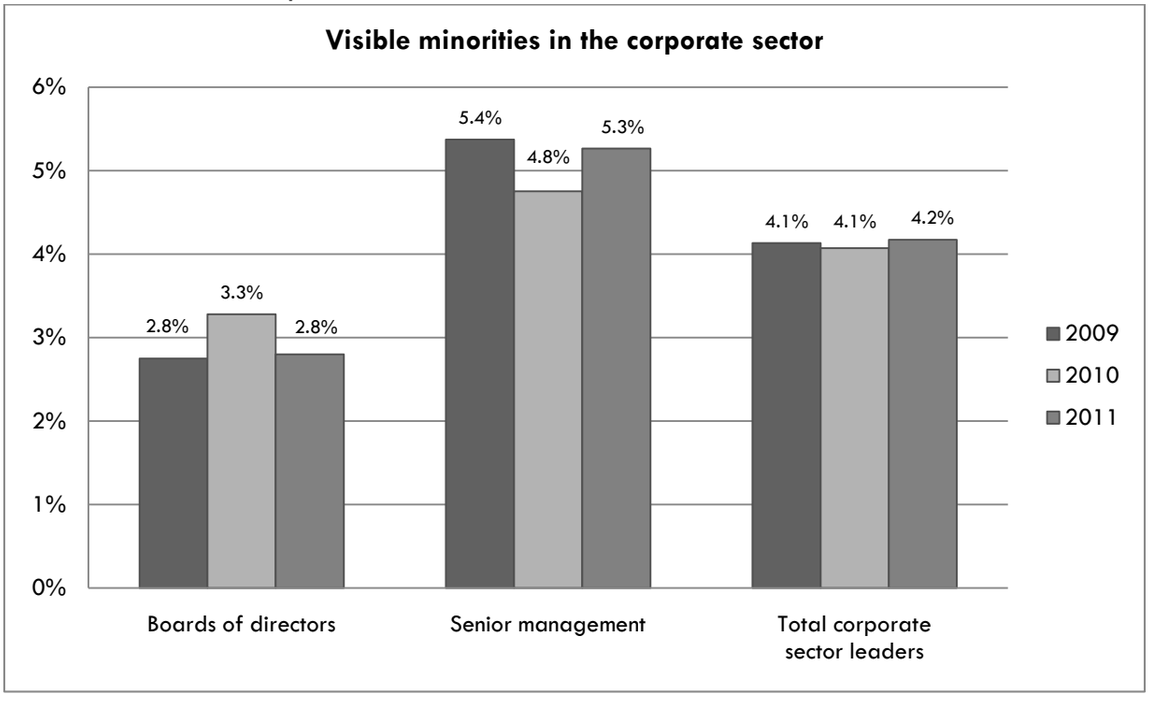
Methodology

In 2009, researchers identified the largest companies headquartered in the GTA based on revenue reported in the Financial Post 500. The same companies were examined each year to ensure consistency. Boards of directors and senior executives were counted at each company (see Appendix 3).

Findings

In 2011, visible minorities comprised 4.2%, or 37 of the 887 corporate sector leaders analysed, only a marginal increase from 4.1% in 2009 and 2010. Board member diversity fell in 2011 to 2.8% from 3.3% in 2010, but was consistent with 2009 rates (also 2.8%). Among senior executives, representation rose slightly to 5.3% in 2011 from 4.8% in 2010, but overall representation among senior management fell marginally from 5.4% in 2009 (see Figure 4).

Figure 4: Visible minorities in the corporate sector



It should be noted that, as in previous years, the averaging of representation masks large variances between organizations. At both the board and executive levels, there are distinct leaders and laggards within the corporate sector. Among boards analysed, only 3 of 47 (6.4%) have 20% or more directors who are visible minorities, while 37 of 47 boards (78.7%) have no visible minority representation. Of the 66 executive groups

analysed, only 8 (12.1%) have more than 20% of management who are visible minorities while 49 (74.2%) have no visible minorities among their top executives.

Practices that Work in the Corporate Sector

Specific policies and practices can improve the diversity of corporate sector boards of directors and senior management so that they reflect the demographic composition of the GTA.

Count: What gets measured gets done

Organizations in financial services tend to have a higher percentage of visible minority leaders than other sectors due to consistent reporting. Because it is subject to employment equity legislation, for example, TD Bank Financial Group (TD) (2011) publishes an annual progress report that identifies its policies and activities to increase diversity and engages in a yearly count.

Set targets

The Royal Bank of Canada (RBC) (2010) has performance plans and organizational strategies, which include setting explicit goals around diversity. Senior managers at TD have similar diversity guidelines that determine recruitment and appointment processes (Maytree, 2011).

Lead: Make diversity a strategic priority

Senior level management commitment is essential to increasing the number of visible minority leaders within an organization. For example, the president and chief executive officer of RBC also acts as the chairperson on the RBC Diversity Leadership Council, which develops and implements diversity strategies and goals. Similarly, the board of directors and the senior management of TD demonstrate their commitment through formal guidelines to ensure that the board promotes diversity, including the advancement of members of visible minority groups.

Forecasting future board openings year by year over a five-year period with an audit defines skills and diversity gaps. The nominating committee might also be commissioned to present a list of diverse candidates, a task that could be outsourced to an external search firm. TD has a focused strategy to promote leadership among visible minority groups, with a goal of becoming a top employer of choice among Canada's leading financial institutions by 2011.

Develop the pipeline

Organizations can undertake outreach to ethnocultural groups, specialized media, partners and non-profit organizations (which are sometimes more diverse) to develop the pipeline.

In addition, both TD and RBC support scholarships, school-age mentoring programs or youth awards such as the Harry Jerome Award (Black Business, 2011). They also develop the pipeline by offering and promoting workshops and professional development programs.

Develop and sustain excellent human resource practices

In addition to promoting targeted recruitment practices, the corporate sector can also implement a number of human resource practices aimed at increasing the number of visible minority promotions. At RBC, for example, an internal mentorship program considers diversity in its matching of mentors and mentees to promote advancement. Similarly, making the promotional process more transparent, offering training, development

programs and stretch assignments, providing alternative pathways to promotion, as well as focusing on competencies (instead of technical knowledge and experience), can result in increased leadership opportunities for visible minority employees.

Communicate to influence: Mainstream diversity

Diversity should be integrated across all of an organization's operations. RBC is one of the first financial institutions in Canada, for example, to establish a blueprint for diversity in procurement.

At TD, the Diversity Leadership Council implements enterprise-wide diversity initiatives and embeds diversity across the value chain, including within policies and programs related to procurement. This demonstrates TD's commitment to diversity both internally and externally. The organization also attempts to embed inclusiveness within its customer and client communications.

VOLUNTARY SECTOR LEADERS

The voluntary sector in Canada employs approximately 1.3 million people along with 6.5 million volunteers (Voluntary Sector Initiative, 2009). Studies suggest that volunteerism results in strong and democratic communities. Evidence also suggests that civic engagement may reduce social and economic inequality in general (Andersen & Milligan, 2010). It is imperative that the leaders of voluntary organizations understand the diverse needs of their volunteers and stakeholders (Guo & Musso, 2007). Non-profit boards develop the strategic direction of voluntary organizations and establish their credibility and longevity (LeRoux, 2009). Diversity among non-profit board members can contribute to the organization's effectiveness and ability to serve the community (Gazley et al., 2010).

Methodology

The study focuses on the twenty largest charities and foundations registered in the GTA, based on revenue, as identified in the first year of the study (see appendix 4). As in previous years, ethnocultural foundations and charities are not included as they are often led by the specific ethnic and cultural groups they serve.

Findings

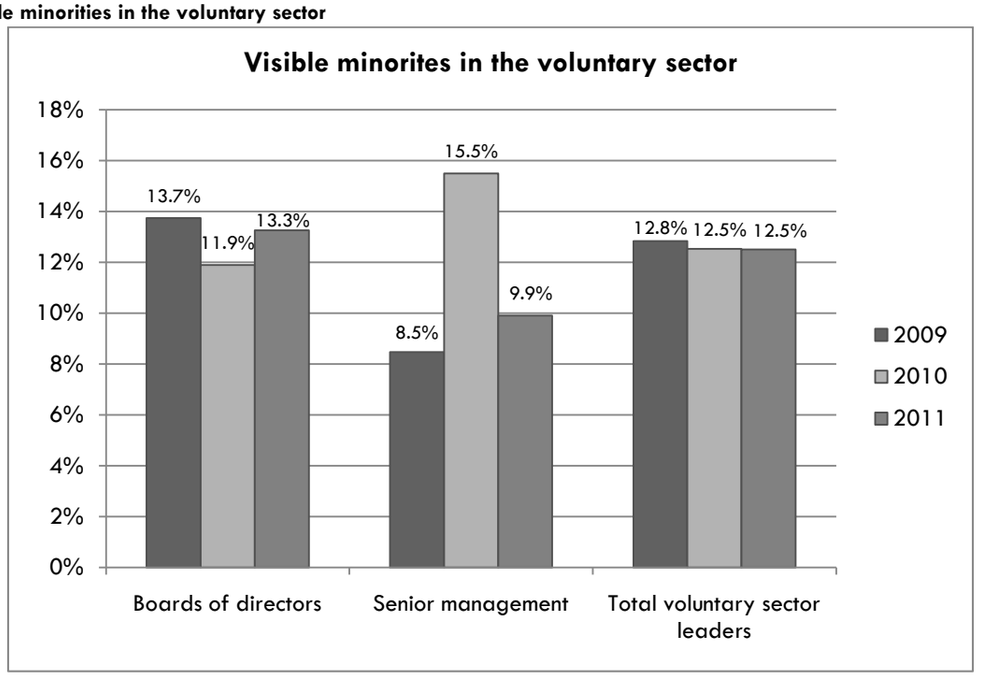
The proportion of visible minorities in positions of leadership in the voluntary sector remains at the same level as in 2010: 12.5%. This was a slight decrease since 2009, when the percentage was 12.8%. (This small decrease may reflect an increase in the total number of board members and executives analysed, from 343 in 2009, to 448 in 2010).

At the board level, visible minorities make up 13.3% of members, a slight increase from 11.9% in 2010 but a decline from 13.7% in 2009.

Visible minorities make up 9.9% of senior executives in the voluntary sector. This represents a decrease from the 2010 rate of 15.5% but a slight increase from the 2009 rate of 8.5% (see Figure 5).

There are significant variations within the sector. Among foundation executives in the last three years, for example, there have been no visible minority leaders, while representation among boards of directors has risen by 13%. Among charity executives, 35.7% of organizations have 20% or more visible minorities.

Figure 5: Visible minorities in the voluntary sector



Practices that Work in the Voluntary Sector

Specific strategies can improve the diversity of the voluntary sector's leadership so that it can better reflect the needs of the community.

Count: What gets measured gets done

United Way Toronto (2011) has committed to tracking and evaluating diversity within the organization by undertaking audits to periodically measure rates of visible minority representation in leadership roles.

Set targets

To increase the number of visible minority leaders, organizations must set targets, such as those set by United Way Toronto (2011), which used the results from its diversity audit to inform its goal-setting.

Lead: Make diversity a strategic priority

In some cases, senior management in organizations in the voluntary sector have aligned their diversity goals with their organizational strategy. For example, United Way Toronto's (2011) board of trustees has implemented strategies to ensure that the board and any sub-committees reflect the demographic makeup of the GTA. Similarly, the Sick Kids Foundation (2011) ensures that its board appointments reflect its "Diversity & Balance" policy.

Develop the pipeline

Voluntary sector organizations can develop the pipeline by creating strong relationships with ethnic voluntary sector organizations as these organizations can provide leadership experience to new immigrants and visible minorities (Meinhard & Faridi, 2009).

Similarly, research (Andersen & Milligan, 2010) suggests that participation in voluntary associations by immigrants is associated with their greater economic and political participation. The pipeline can also be cultivated by stressing the importance of participating in them to youth.

Develop and sustain excellent human resource practices

To increase the number of visible minority leaders, an organization must implement progressive human resource practices. These include, for example, encouraging the development and advancement of visible minorities within the organization through the use of job shadowing and mentoring.

Communicate to influence: Mainstream diversity

Diverse appointments and opportunities can be communicated to the broader public, which will increase awareness about an organization's commitment to diversity. United Way Toronto (2011) commits to ongoing research and training to enhance diversity knowledge and skills; requires that public consultations consider diversity; and promises that equity and access are ensured in all stakeholder relationships. In addition, United Way Toronto has mandated that all information materials reflect diversity and inclusivity and present positive images (United Way, 2011).

EDUCATION SECTOR LEADERS

Diverse leadership in the education sector is important for both symbolic and practical reasons. Schools are uniquely positioned to influence future leaders: today's youth. The education sector needs leaders who reflect their students' cultural backgrounds and project positive images. Diverse leadership in education can encourage the academic success of visible minority students (Sanchez et al., 2008), while failure to provide positive role models can lead to social exclusion (Ryan & Antonelli, 2007). Visible minority teachers, administrators and principals can promote stronger relationships with visible minority students and the community through the use of culturally responsive pedagogy. Despite this, visible minorities are under-represented in leadership positions in education, and evidence suggests that they face barriers to employment and advancement (Ryan & Antonelli, 2007). The impact of systemic racism in education hiring and promotion has not been adequately addressed (Drolet, 2009).

Methodology

The study examined 12 of 14 directors of the public and separate school boards in Toronto, York and Peel districts. To determine the diversity of school principals and vice principals in the Toronto District School Board (TDSB), the study consulted an extract from the Demographic Composition of Toronto District School Board Employees (Herring & Associates, 2007). No new data were released for 2011. The study also looked at boards of governors and executives – including presidents, vice presidents, provosts, and vice-provosts – of colleges and universities based in the GTA.

Findings

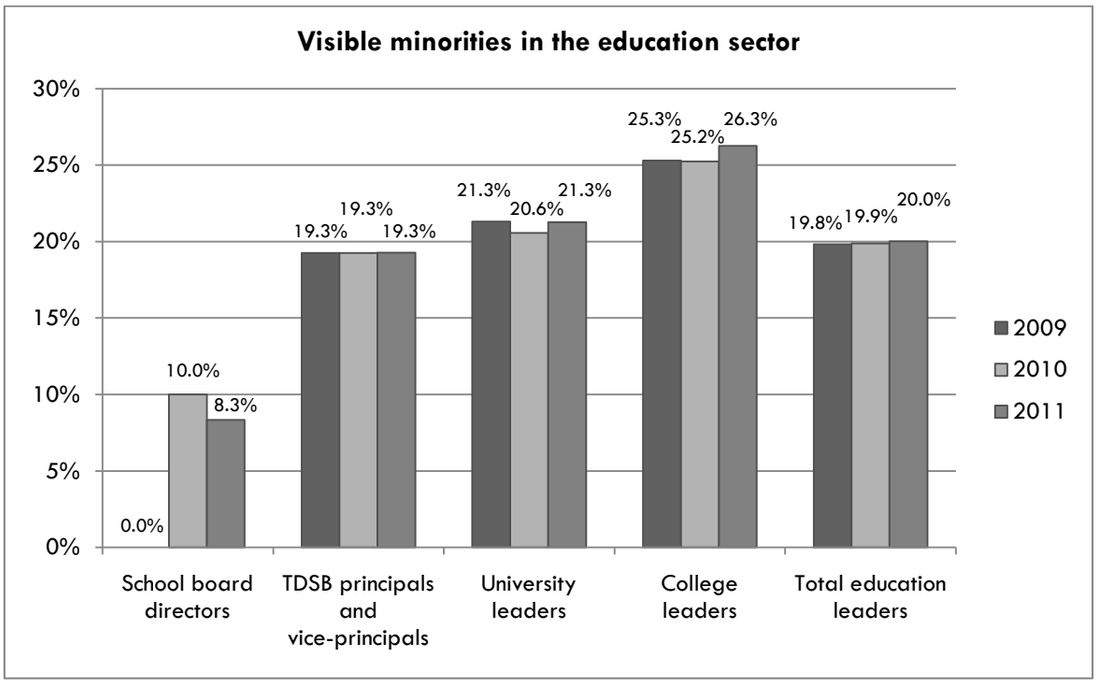
In total, 20% of education leaders are visible minorities, compared to 19.8% in 2009 and 19.9% in 2010.

There is one visible minority school board director in the GTA. This single appointment accounts for the increase from 0% in 2009, to 10% in 2010, and then to 8.3% in 2011. (The later drop is the result of a larger number of directors being analysed in 2011.)

With no data released for the number of principals and vice principals in the Toronto District School Board, there is no change to report. For the purposes of this study, 2011 rates remain at 19.3%.

Of the GTA's 174 university leaders, 37 (21.3%) are visible minorities. This is the same rate as in 2009, and an increase from the 2010 percentage of 20.6%. College leaders are more diverse than their university counterparts: 26.3% are visible minorities in 2011(see Figure 6). This represents an increase over 2009 levels, when 25.3% of leaders were visible minorities.

Figure 6: Visible minorities in the education sector



Practices that Work in Education

Specific strategies have improved the diversity of education leaders in the GTA.

Count: What gets measured gets done

Educational institutions track and report on diversity in leadership roles. By developing and implementing a series of self-identification surveys, an organization in this sector can measure and track progress over time. For example, the Toronto District School Board's (TDSB) employment equity office administered a self-identification census to over 37,000 employees in order to understand their demographic makeup and identify gaps in representation.

Set targets

Measuring and tracking the results from self-identification surveys allows the TDSB to benchmark its workforce against the demographic composition of the City of Toronto to meet its goal of equitable leadership representation.

Lead: Make diversity a strategic priority

Senior leadership must make an explicit commitment to diversity if it is to increase the number of visible minority leaders in the education sector. This commitment ensures that the diversity strategy is incorporated into the educational institution's operational strategies. All the boards of education in the GTA, for example, have diversity strategies in place (TDSB, 2011).

In 1994, York University (2004) implemented a formal protocol regarding the composition, roles, and responsibilities of its board of governors. When the board chooses new members, it performs a gap analysis to assess competencies and determine which skills and capabilities would best complement the ones that already exist on the board (Maytree, n. d.). The board's governance and human resources committee reviews this gap analysis and then proposes individuals who meet the experiential and diversity criteria for membership.

Develop the pipeline

The integration of diversity throughout an organization includes diversity training for all levels of employees. This helps to create a common organizational culture and communicates that diversity is a strategic priority.

Develop and sustain excellent human resource practices

All boards of education in the GTA have implemented employee training to support an inclusive organizational culture (TDSB, 2011).

An organizational culture that values diversity and inclusiveness will increase job satisfaction. More employees will remain with the institution, creating a base from which senior leaders can be identified and further developed, for example, through stretch assignments or by identifying alternative pathways to promotion.

Similarly, focusing training on middle and low-level managers within the organization (i.e., principals and vice-principals), helps to reduce bias in management, encourages the adoption of an attitude that is consistent with the institution's diversity strategy, and gives managers the skills to identify and accommodate differences (TDSB, 2011).

AGENCIES, BOARDS AND COMMISSIONS

Agencies, boards and commissions (ABCs), or other special purpose bodies, administer many essential government services. These institutions include both elected and appointed representatives and vary from largely independent institutions (e.g. the Toronto Public Library) to advisory boards and offices created for local or smaller projects. Additionally, there are corporations that deliver services and programs such as Toronto Hydro Corporation, Toronto Community Housing, Hydro One, and the Ontario Lottery and Gaming Corporation. In these cases, municipal, provincial and federal governments are sole or major shareholders. Citizens may also be nominated or appointed to the boards of certain external organizations, such as for example, the Toronto and Region Conservation Authority (City of Toronto, 2009).

Methodology

As in previous years, the study looked at appointments to ABCs made by both the City of Toronto and the Province of Ontario.

Demographic data were provided by the City of Toronto for 173 appointments to municipal agencies, boards and commissions. Since the rates were calculated in 2010, the City of Toronto has not made any new appointments.

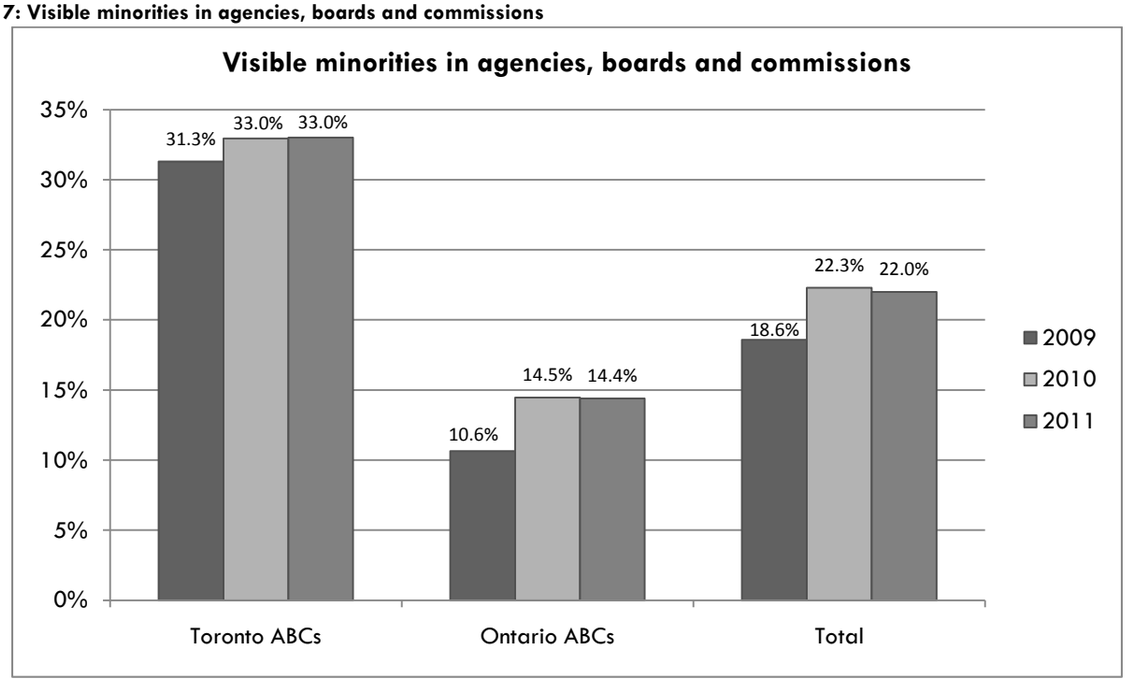
A total of 273 leaders were identified from the largest provincial ABCs, as determined by revenues reported in the financial report submitted by the Ministry of Finance for 2009-2010 (see Appendix 5). Of these, data were found for 250 leaders.

Findings

ABCs continue to demonstrate higher rates of visible minority leadership than other sectors. In 2011, 22% of all ABC leaders (93 of 423) in the GTA are visible minorities, compared to 22.3% in 2010 and 18.6% in 2009.

In municipal ABCs, 33% of leaders are visible minorities. Among provincial ABCs, 14.4% of leaders are visible minorities, an overall leap of 35.3% from 2009, when the rate was 10.6% (see Figure 7).

Figure 7: Visible minorities in agencies, boards and commissions



Practices that Work in ABCs

Agencies, boards and commissions have undertaken explicit strategies to diversify leadership.

Count: What gets measured gets done

Tracking diversity in leadership is important to improving the number of visible minority leaders within an organization. The City of Toronto (2011) collects diversity data from applicants at all stages of the appointment process, so that it can track and evaluate its progress. The City of Toronto (2010) has reported that it has achieved greater diversity in its board appointments because it provides public reports on its diversity.

Set targets

In order to successfully evaluate progress, specific targets for diversity must be set. The City of Toronto (2011), for example, has established targets to increase the representation of visible minorities in agencies, boards, and commissions.

Lead: Make diversity a strategic priority

The City of Toronto has ensured that opportunities for appointments to ABCs and the application process were clarified and simplified (Maytree, n. d.). The City provides information about the application process on its website, advertises in a variety of languages, including in the ethnic press, distributes special brochures at diverse community events, has renamed the appointment committee, and has appointed the deputy mayor to oversee appointments. As a result, the proportion of visible minorities on ABCs has increased dramatically (City of Toronto, 2008).

Develop the pipeline

Developing the pipeline includes the long-term development of diverse communities and youth (Cooper, 2008), engaging immigrants in voluntary and activist activities, and communicating the importance of civic engagement in organizations (Andersen & Milligan, 2010, Gele & Harsløf, 2010).

Develop and sustain excellent human resource practices

Strategies to increase visible minority leadership include the redefinition of conventional concepts of merit and the consideration of alternative pathways to promotion (Nishikawa, 2009). Training and development initiatives as those recommended by the City of Toronto (2008) aimed at increasing the number of visible minorities in elected office – such as mentoring, coaching and job shadowing – would also help. Providing other support systems, such as training on effective communication and navigating bureaucracy, has helped level the playing field in the City of Toronto (Nishikawa, 2009).

Communicate to influence: Mainstream diversity

Both Toronto Hydro Corporation (2007) and Toronto Community Housing (n.d.) have committed to ensuring their procurement processes are fair and equitable. Furthermore, Toronto Community Housing's policy ensures equitable access to the purchasing system for small companies owned by visible minorities.

OBSERVATIONS AND NEW FINDINGS

Although changes are often subtle, the data examined suggests that the GTA's leadership is gradually becoming more diverse. Over the last three years, for example:

- Diversity among elected officials has improved by 18.4%, with city council visible minority representation increasing by 30.4%. The most pronounced increase occurred in the York Region District School Board, which saw three new visible minority trustees elected (see Table 3).
- Agencies, boards and commissions have seen an overall increase of 18.3%, with the provincial ABCs increasing their visible minority representation by 35.3% between 2009 and 2011.

Table 3: Visible minority leadership representation

	Total Analysed 2009	%VM	Total Analysed 2010	%VM	Total Analysed 2011	%VM
Elected officials	224	16.1%	227	15.4%	226	19.0%
Public sector executives	123	8.1%	138	9.4%	137	8.8%
Corporate sector boards and executives	993	4.1%	963	4.1%	887	4.2%
Voluntary sector boards and executives	343	12.8%	399	12.5%	448	12.5%
Education sector boards and executives	1,191	19.8%	1,212	19.9%	1,209	20.0%
Government agencies, boards, and commissions	382	18.6%	408	22.3%	423	22.0%
Total	**3,256**	**13.4%**	**3,347**	**14.0%**	**3,330**	**14.5%**

There are differences within sectors

- Within the elected sector, 66.7% of school boards have more than 20% visible minority leadership representation.
- Within the corporate sector, 6.4% of boards and 12.1% of executives have more than 20% visible minority representation in leadership positions.
- Within the education sector, 80% of university and 83.3% of college boards of governors have more than 20% visible minorities.

Many organizations within a sector have no visible minorities in leadership roles. In the corporate sector, 78.7% of boards and 74.2% of executive teams have no visible minorities. In the voluntary sector, 64.3% of charities and all of the foundations examined have executive teams without visible minority representation (see Table 4).

More research on the causes of such variations is necessary to understand why some organizations excel more than others in their diversity.

Table 4: Variances in visible minority leadership, by sector

Sector	Sub-Sectors and Organizations	Number with 0% VM	Percentage with 0% VM	Number with >20.0% VM	Percentage with >20.0% VM
Elected Office					
Municipalities (School board)	6	1	16.7%	4	66.7%
Municipal (Councillors)	5	1	20.0%	2	40.0%
Municipalities (MPPs)	5	1	20.0%	3	60.0%
Municipalities (MPs)	5	3	60.0%	1	20.0%
Public Sector					
Municipalities (Executives)	7	6	85.7%	0	0%
Regional Police Services (Chiefs and deputies)	3	2	66.7%	0	0%
Ministries (Deputy and assistant deputy ministers)	29	22	75.9%	3	10.3%
Corporate Sector					
Corporations (Boards of directors)	47	37	78.7%	3	6.4%
Corporations (Executives)	66	49	74.2%	8	12.1%
Voluntary Sector					
Charities (Boards of directors)	14	4	28.6%	3	21.4%
Charities (Executives)	14	9	64.3%	5	35.7%
Foundations (Boards of directors)	6	1	16.7%	1	16.7%
Foundations (Executives)	6	6	100%	0	0%
Education Sector					
School Boards (Directors)	6	5	83.3%	1	16.7%
Universities (Boards of governors)	5	0	0%	4	80%
Universities (Executives)	5	3	60.0%	0	0%
Colleges (Boards of governors)	6	0	0%	5	83.3%
Colleges (Executives)	6	3	50.0%	2	33.3%
Government Agencies					
Provincial agencies boards and commissions (Boards of directors)	26	8	30.8%	8	30.8%

LEADERSHIP IN THE LEGAL SECTOR

This year, DiverseCity Counts studied diversity in leadership within the legal sector. As a core institution of democracy, the legal profession has a major impact on citizens' access to justice and economic stability (Grajzl & Murrell, 2006). Similarly, as the judiciary is tasked with the interpretation and application of the law, it must do so while ensuring that the principles of justice are enforced equally and fairly. To that end, those who are members of the judiciary must be representative of the population they serve. Diversity – especially within the leadership of the judiciary – is essential to reduce bias in decision making, thereby ensuring the fair and equitable application of the law.

This study considered the following leaders within the legal profession: the deans and associate/assistant deans of law schools and oversight bodies; partners in the largest private firms; Crown and assistant Crown attorneys; judges; and justices of the peace.

This is the first time visible minority leadership in the legal sector in the GTA has been examined.

Previous research on diversity in the legal sector

To date, most Canadian research on the legal sector has investigated the demographics, pay scales and advancement of lawyers. Little data have been collected on the representation of visible minorities in leadership positions in the judiciary or in legal governing bodies.

Research shows that visible minorities are under-represented among lawyers in Toronto. Statistics Canada (2006) data reveal that only 14.4% of practicing lawyers (2,705 of 19,135) in the Toronto CMA are visible minorities.

There is also a significant difference in the median earnings of visible minority and white lawyers in Ontario. The disparity is $4,000 per year for lawyers between 25 and 29 years of age and more than $40,000 per year for those ages 40 to 44 (Ornstein, 2010). Kay (2005) found that 24% of visible minority lawyers worked in community clinics and 22% worked at non-profits, where pay was lower. Pendakur and Woodcock (2010) showed immigrant lawyers who were also visible minorities had significantly lower earnings. Only 4.1% were in the upper bracket of wage distribution.

Previous research suggests that barriers to entry persist in law firms. The Canadian Association of Black Lawyers (CABL) (2011) has identified barriers to recruitment and reports that lawyers from the black community do not have equal access to articling and post-call positions in corporate and commercial law firms (Tyler, 2005). Research by Pendakur and Woodcock (2010) showed that immigrant lawyers, particularly visible minority immigrants, also find it difficult to get their credentials recognized.

Research has also shown that visible minority lawyers encounter barriers to advancement. Tyler (2005) reports that visible minority lawyers are frequently offered non-permanent contract positions in order to fill minority targets. Bertin (2009) found that approximately half of visible minority lawyers were associates, compared to a third of white lawyers. Previous research (Ornstein, 2004) has also shown that visible minorities are less likely to be partners in private law firms.

Some studies have investigated the diversity of provincial judges. Böcker and de Groot-van Leeuwen (2007) found that both visible minorities and immigrants are under-represented in the Canadian judicial system, with

visible minorities accounting for only 7% of Ontario judges. The Canadian Bar Association (CBA) (2007) assessed the procedures for the appointment of judges, and identified the lack of data about the representation of visible minorities in the judiciary as a major barrier to progress.

Barriers to advancement in the legal sector

Barriers to advancement, both formal and informal, exist across the legal sector.

Lack of networks: The lack of social and professional networks among groups who have historically faced exclusion from the legal sector impacts early career choices, limits access to job opportunities derived from traditional networking, and limits opportunities for career advancement (Lopez, 2008).

Barriers to recruitment: Research has suggested barriers exist in law graduate recruitment and hiring decisions. Most visible minority graduates, for example, receive only non-permanent hiring contracts (Tyler, 2005).

Barriers to advancement within law firms: Research shows that visible minorities are less likely to be partners in private law firms than non-visible minorities (Ornstein, 2004). Partners, in turn, influence selection processes for articling students, hiring practices and the tone and culture of firms (Kay, 2005). In short, a lack of advancement in private firms has a long-term impact on the employment, monetary recognition and advancement of future leaders within the sector (Tyler, 2005).

Self-selection into streams with fewer leadership opportunities: Research has found that visible minorities are more likely to work in government and in lower paying community clinics than in private practice because of systemic discrimination, entrenched barriers and other restrictive factors (Kay, 2005).

Lack of diversity throughout path to judicial appointments: Judicial appointments are inherently political processes relying heavily on informal networks for nominations. Visible minorities are less likely to have access to these networks and are less likely to be found in prominent positions that typically lead to judicial appointments. (They are less likely, for example, to be partners in a law firm or to be Crown attorneys.)

Research questions and approach

To look at diversity in the legal system, this study focused on the following questions:

- What proportion of leaders in legal governing bodies and law schools are visible minorities?
- What proportion of partners in leading law firms and leaders in public law are visible minorities?
- What proportion of judges and justices of the peace are visible minorities?

This study examined:

- Judges from the Court of Appeal for Ontario, the Superior Court of Justice and the Ontario Court of Justice, along with chief justices, associate chief justices, and regional senior judges;
- Governing bodies and law schools including legal associations headquartered in Toronto, benchers from the Law Society of Upper Canada, the board of directors for the Ontario Bar Association, Toronto-based law school leaders defined as the deans, associate deans and assistant deans;
- Partners in the largest, private law firms based in GTA (Lexpert, 2010);
- Crown attorneys and deputy Crown attorneys; and

- Justices of the peace, who were examined separately from other judges as they do not require backgrounds in law (although they act as adjudicators operating under the Ontario Court of Justice).

The law firms examined included:

- Aird & Berlis LLP
- Bennett Jones LLP
- Blake, Cassels & Graydon LLP
- Blaney McMurtry LLP
- Borden Ladner Gervais LLP
- Cassels Brock & Blackwell LLP
- Davies Ward Phillips & Vineberg LLP
- Fasken Martineau DuMoulin LLP
- Fraser Milner Casgrain LLP
- Goodmans LLP
- Gowling Lafleur Henderson LLP
- Heenan Blaikie LLP
- McCarthy Tétrault LLP
- McMillan LLP
- Miller Thomson LLP
- Ogilvy Renault LLP
- Osler, Hoskin & Harcourt LLP
- Stikeman Elliott LLP
- Torys LLP

In 2011, two firms, McMillan LLP and Lang Michener LLP merged, becoming McMillan LLP. This reduced the number of law firms studied to 19 from the 20 initially identified.

Names of leaders in the legal system were identified from websites. Once the lists were established, the study relied on publicly available sources to analyse demographic data.

Findings

In general, visible minorities are under-represented in leadership roles in all of the legal sub-sectors studied. Of the 2,410 individuals analysed, 163 (6.8%) are visible minorities. Across these sub-sectors, governing and influencing bodies showed the highest rates of visible minority leadership at 10.5% or 4 of 38 individuals analysed. Among judges, 8.3% are visible minorities (15 of 180), followed by large law firm partners, with 6.6% (144 of 2,178). Visible minorities are not represented at all among the 14 Crown and deputy Crown attorneys identified (see Table 5).

Table 5: Total visible minorities in the legal sector

	Total Number	Total Analysed	% Analysed	VM	%VM
Judges	249	180	72.3%	15	8.3%
Governing bodies and law schools	38	38	100%	4	10.5%
Partners in law firms	2,191	2,178	99.4%	144	6.6%
Crown and deputy Crown attorneys	14	14	100%	0	0%
Total	**2,492**	**2,410**	**96.7%**	**163**	**6.8%**

A very high number (44.4%) of justices of the peace are visible minorities (see Table 6). Justices of the peace are typically not lawyers, but they do play an important role in the legal system. The selection criteria for potential justices of the peace include the following combination of qualifications: education, job experience, skill set, personal characteristics, and level of community awareness (Ministry of the Attorney General, 2006). Although the level of visible minorities seems higher than other sub-sectors, caution needs to be exercised. Only 35.4% of the total number of justices of the peace in the GTA were examined in this study. In addition, given that justices of the peace do not need to be lawyers, the pool from which they are drawn is larger and more diverse than the pool for other leaders in the legal system.

Table 6: Visible minority representation among justices of the peace

	Total Number	Total Analysed	% Analysed	VM	%VM
Justices of the peace	127	45	35.4%	20	44.4%

JUDGES

The role of judges in a courtroom is to conduct trials fairly and equitably, assess credibility of those involved, and charge the jury or render verdicts in a bench trial. Their knowledge, interpretation of law and judgment inform these processes and are, as with anyone's, vulnerable to biases and stereotypes, which are usually unconsciously held. Furthermore, the representative role of judges requires that they provide constituent communities with the chance to express their values and views. During the process of judicial decision making, these multiple and competing perspectives must be integrated into a judge's own knowledge, experience and interpretation of the law (Nishikawa, 2009). In order for the judicial system to truly reflect the population it is intended to serve, diversity is essential to increase the variety of perspectives included in decision making, reduce bias, and ensure fairness in the legal system.

Findings

In the Court of Appeal for Ontario, 4.2% of judges are visible minorities (1 of the 22 judges). Neither the chief justice nor the associate chief justice is a visible minority (see Table 7).

Table 7: Visible minorities in the Court of Appeal for Ontario

Court of Appeal for Ontario	Total Number	Total Analysed	Total % Analysed	VM	% VM
Chief justice	1	1	100%	0	0%
Associate chief justice	1	1	100%	0	0%
Judges	22	22	100%	1	4.5%
Total	**24**	**24**	**100%**	**1**	**4.2%**

In the Ontario Superior Court of Justice, 4.3% (4 of 93) judges are visible minorities. The regional senior judge, chief justice and associate chief justice are not visible minorities (see Table 8).

Table 8: Visible minorities in the Ontario Superior Court of Justice

Ontario Superior Court of Justice	Total Number	Total Analysed	Total % Analysed	VM	% VM
Chief justice	1	1	100%	0	0%
Associate chief justice	1	1	100%	0	0%
Regional senior judges	2	2	100%	0	0%
Judges	111	89	80.2%	4	4.5%
Total	**115**	**93**	**80.9%**	**4**	**4.3%**

Among judges in the Ontario Court of Justice, 15.9%, or 10 judges of 63, are visible minorities. The regional senior judges, the chief justice, and the associate chief justices are not visible minorities (see Table 9).

Table 9: Visible minorities in the Ontario Court of Justice

Ontario Court of Justice	Total Number	Total Analysed	Total % Analysed	VM	% VM
Chief justice	1	1	100%	0	0%
Associate chief justices	2	2	100%	0	0%
Regional senior judges	2	2	100%	0	0%
Judges	105	58	55.2%	10	17.2%
Total	**110**	**63**	**57.3%**	**10**	**15.9%**

Of all the sub-sectors in the legal sector and all other sectors analysed in this report, justices of the peace have the highest percentage of visible minorities: 44.4%, or 20 of 45 (see Table 10).

Table 10: Visible minorities among justices of the peace in the Ontario Court of Justice

Ontario Court of Justice	Total Number	Total Analysed	Total % Analysed	VM	% VM
Justices of the peace	127	45	35.4%	20	44.4%

GOVERNING BODIES AND LAW SCHOOLS

The legal profession's most important governing body in Ontario is the Law Society of Upper Canada. Its leaders, also known as benchers, have significant power because they develop and enforce criteria for membership in the legal profession and enforce cultural and ethical codes that govern the sector and its members. Benchers are primarily elected by the society's members.

Law schools, via admissions policies, are the gateways to a diverse legal sector. They also develop curricula and undertake research that has an impact on the practice of law.

The Law Society of Upper Canada is authorized by the Ontario government to license and regulate lawyers and paralegals through the Law Society Act. The professional and ethical obligations of lawyers and paralegals are outlined in the by-laws, Rules of Professional Conduct, and Paralegal Rules of Conduct, which are based on the Law Society Act and are developed by Law Society benchers (Law Society of Upper Canada, 2011b). The Law Society also liaises with the government, other legal organizations and stakeholders to improve provincial access to legal services and to support national and international law (Law Society of Upper Canada 2011c).

While optional, bar associations have a significant responsibility for developing and delivering continuing legal education and advocating on legal and professional issues.

The Canadian Bar Association (CBA) is Canada's largest voluntary legal association, with over 37,000 members (or 36% of all Canadian lawyers) nationwide (Dodek, 2009). The CBA acts as a liaison among lawyers, other professionals, and law teachers (Ontario Bar Association, 2011c).

The Ontario Bar Association is a semi-autonomous branch of the CBA. Its approximately 17,000 members include practising lawyers, non-practising lawyers, law students and judges (Ontario Bar Association, 2011b; Ontario Bar Association, 2011c). It has a mandate to support its members via professional educational programs and communication with provincial government officials and committees. Members can also work with the association to take a role in law reform and law amendments (Ontario Bar Association, 2011c).

Findings

In law schools and governing bodies, 10.5% of leadership positions are held by visible minorities. The board of directors of the Ontario Bar Association has the highest visible minority representation in leadership positions at 20% (2 of 10). Law schools have 12.5% (1 of 8) visible minority leadership. The Law Society of Upper Canada leaders (benchers) have a visible minority representation of 5% (1 of 20) (see Table 11).

Table 11: Visible minorities among governing bodies and law schools

	Total Number	Total Analysed	% Analysed	VM	%VM
Law schools	8	8	100%	1	12.5%
Law Society of Upper Canada	20	20	100%	1	5.0%
Ontario Bar Association	10	10	100%	2	20.0%
Total	**38**	**38**	**100%**	**4**	**10.5%**

PARTNERS AND CROWN ATTORNEYS

The GTA is the financial and business capital of Canada. Many of Canada's largest companies and law firms are headquartered on or around Bay Street, in the heart of the City of Toronto. These law firms tend to hold a disproportionately high market share when compared to other Toronto firms due, in part, to earlier consolidations with other law firms and also mergers at the national level which created multi-city firms. As a result, these firms have an inordinate amount of power compared to smaller firms, and they set the standards of practice that other firms emulate (Winkler, 2005). Catering as they do to the corporate sector, these standards of practice are disproportionately skewed to a homogeneous clientele and, therefore, cannot meet the needs of a diverse population. Increasing diversity in leadership positions within these large law firms will, therefore, better equip them to respond to a variety of clients and markets. As a result, the standard of practice will change to reflect the increasing accessibility and applicability of the delivery of legal services for the entire population.

Crown attorneys and deputy Crown attorneys are government employees and are responsible for the prosecution of charges under the Criminal Code of Canada. While the Criminal Code is federal legislation, the administration of justice is the responsibility of the provinces, (but not the territories). As a key component of the Canadian judiciary, Crown attorneys and deputy Crown attorneys are independent advocates who represent Canadian society. As representatives of justice, they must prepare and conduct prosecutions in an objective, fair, and diligent manner. Their function was elucidated by Supreme Court Justice Rand in 1954, who described their role as:

> a matter of public duty than which in civil life there can be none charged with greater personal responsibility. It is to be efficiently performed with an ingrained sense of the dignity, the seriousness and the justness of judicial proceedings (quoted in Winkler, 2005).

As official representatives of the people, partners and crown attorneys are responsible for the administration of justice. It is important that their demographic makeup reflects that of the community that they serve. Diversity will reduce bias and will result in a fairer and more equitable justice system.

Findings

In total, 6.6% (144 of 2,178) partners in large, GTA law firms are visible minorities (see Table 12). It is important to note, however, that there is a large variance. Although 6.6% is the average across the GTA, the rate of visible minority partners in these firms actually ranges from 0.9% to 10.8%.

Table 12: Visible minorities among partners in law firms

	Total Number	Total Analysed	Total % Analysed	VM	% VM
Partners	2191	2178	99.4%	144	6.6%

Among public sector lawyers, there are no visible minority Crown attorneys and deputy Crown attorneys (see Table 13).

Table 13: Visible minorities among public lawyers

	Total Number	Total Analysed	Total % Analysed	VM	% VM
Crown attorneys	5	5	100%	0	0%
Deputy Crown attorneys	9	9	100%	0	0%
Total	**14**	**14**	**100%**	**0**	**0%**

RECOMMENDATIONS FOR THE LEGAL SECTOR

The case for diversity in the legal sector is clear. Organizations should not only be focusing on diversity practices for moral and regulatory reasons, but to source talent that will allow them to meet future market demand, further their competitive advantage and enhance their region's economic and social prosperity (Arnstien & Lee, 2010).

Some organizations and firms are working to promote greater diversity but more remains to be done. The following strategies are needed.

Diverse sourcing and transparency in the justice system: Leadership is required to create more diversity on the bench and in the Office of the Crown Attorney. Ziegel (2003) has argued that a transparent appointment process is necessary to create a democratic judicial system.

The Ontario Court of Justice has a diversity mandate in its appointment process. The Judicial Appointments Advisory Committee is legislated to reflect Ontario's diverse population including gender, geography, racial and cultural minorities (Ontario Courts, 2011). Efforts to increase diversity in the Canadian judiciary system began in 1988 when the Attorney General enacted policies to encourage the development of diversity through the appointment of women and visible minorities (Remtulla, 2008). While female representation in leadership positions has increased, visible minority representation has not.

Appointments are often based on career experience in senior government positions or firm partnerships. However, there are few visible minorities with such career profiles, due to entrenched barriers. These appointees to the judiciary are drawn from Crown attorneys, senior public lawyers, senior leaders of law schools and governing bodies.

Once appointed, judges frequently ascend through appointments to higher courts. For example, judges from the Ontario Superior Court of Justice may be appointed to the Court of Appeal (Superior Court of Justice

Ontario, 2009). Further exploration of the skills and competencies needed to be a judge and assumptions about the sources of these skills might broaden the pool of qualified candidates for these positions.

Similarly, the processes through which Crown attorneys and deputy Crown attorneys are recruited should be examined in order to better understand the total absence of visible minorities despite being in a community as diverse as the Greater Toronto Area. As in other parts of the public sector, targets should be established and integrated strategies undertaken to ensure that the justice system looks more like the communities it serves.

Continued commitment and initiatives by governing organizations: Current leaders of governing bodies, law firms and the judicial administration must continue to make diversity a priority and commit to transparent processes to combat the systemic biases and barriers that occur at individual, organizational and social levels. Increasingly, large corporate clients are applying a diversity lens to their procurement of legal services. A very encouraging development is the Legal Leaders for Diversity Initiative which was recently signed by 40 general counsel of large corporations. They pledge to promote diversity within their organizations and also to consider diversity in their procurement of legal resources from larger law firms (Acharya & Yew, 2011). Similarly, the Call to Action Canada (2011) initiative, which is a commitment to fostering diversity in the legal profession, signals increased emphasis on the diversity performance of law firms among large corporate clients. This will help increase the priority assigned to diversity in large corporate law firms.

Communications: Raising awareness and advocating for diversity: Continued work is needed to focus attention on the importance of diversity, from a human rights and equity perspective as well as to advance the understanding of the business case. A more inclusive legal system will be a better one. Here are some current initiatives of note:

- The Law Society of Upper Canada has a mandate for ongoing research. It publishes reports and has instituted an 'Equity Advisory Group' comprised of lawyers and legal associations who are experts in the field of equality and diversity (Law Society of Upper Canada, 2011a).
- The Canadian Bar Association promotes equality in the legal profession through its Standing Committee on Equality. The committee develops model policies, advocacy work, research, education and awards (CBA, 2011).
- The Ontario Bar Association is engaged in advocacy, mentorship, educational activities and the promotion of an inclusive environment in collaboration with ethnic law organizations (Clancy, 2010; Ontario Bar Association, 2011a).
- The Law Society of Upper Canada (2011a) currently offers an Equity Public Education Series, which informs the public about diversity in the law profession.

Draw on talent from minority law firms: Minority law firms have historically helped visible minorities develop an increased presence in the legal field, and have provided leadership to the ethnic communities they serve. Minority firms often provide pro bono legal and other volunteer work, and serve as intermediaries between the interests of visible minority communities and the interests of white political and corporate leaders (Wilkins, 2008). Ethnic associations can provide networking, advocacy, member referral and resource centres for members of their communities. Many also offer scholarships, awards and mentoring programs for legal students and newly-hired lawyers. Within the GTA, there are a range of ethnic legal organizations including:

- Canadian Association of South Asian Lawyers (CASAL)
- The South Asian Bar Association of Toronto (SABA)
- The Canadian Association of Black Lawyers (CABL)

- Federation of Asian Canadian Lawyers (affiliate of the National Asian Pacific American Bar Association) (FACL)
- Association of Chinese-Canadian Lawyers of Ontario (ACCLO)
- Hispanic Ontario Lawyers Association (HOLA)
- Arab Canadian Lawyers Association (ACLA)

Additionally, non-profit organizations such as the African Canadian Legal Clinic (ACLC) can act as advocacy/reform agencies, research and resource centres (2011). Further collaboration these between organizations, and commitment to diversity by private firms and the court system are necessary to develop and support a diverse sector.

Developing the pipeline: There is a growing recognition of the need to increase diversity in the legal profession and there are a host of initiatives aimed at attracting and advancing applicants from under-represented groups. Scholarships and awards funded by ethnic organizations, schools and private firms have helped to recruit and support students from under-represented groups. Once these students enter law school, they need mentoring and coaching to assist them in overcoming barriers to summer positions, articling positions and employment. A number of initiatives are underway to help students overcome informal social barriers to visible minorities' entry and advancement.

Best practices in this regard include the University of Toronto (2011) law school's outreach programs for youth from under-represented groups in high schools and the Law Society of Upper Canada's (2011a) program to match law school students with members of the profession. Ethnic law organizations, such as the Hispanic Lawyers Association of Ontario (2006) also liaise with and have programs to promote law students, and the South Asian Bar Association (2011) posts employment opportunities on its website.

The Canadian Bar Association (2007) recommends that law firms work with law school career placement officers to promote opportunities for diverse graduates. Law schools can leverage these relationships to help visible minority students build relationships with law firms and find positions that may be difficult to access without a network.

The website of Canadian Women and Minority Law Firms (2011) has been created to connect women and minority-owned law firms with companies, organizations and law firms seeking to advance their diversity. Best practices for private law firms would include capitalizing on such resources to increase the diversity of their personnel.

Large law firms often offer scholarships and bursaries to under-represented groups. For example, Fraser Milner Casgrain LLP offers:

- Black Business and Professional Association: A $5,000 renewable scholarship is awarded to a black law student who demonstrates financial need, a commitment to diversity, and outstanding academic achievements.
- Victor Hum Bursary: This annual bursary is awarded to a student who has committed to promoting diversity in the law school community at the University of Toronto.
- The FMC Scadding Court Investing in Diversity Scholarship is run in affiliation with the Toronto Community Housing Corporation. Targeted toward youth from marginalized communities, this $4,000 post-secondary scholarship is awarded to youth leaders active in diversity, equity, and anti-racism initiatives.

Bias-free hiring: Evidence suggests that visible minorities face barriers in law firm hiring processes (Tyler, 2005). The Canadian Bar Association (2011) offers a diversity self-assessment tool for law firms (via the American Minority Corporate Counsel Association) to enable firms to evaluate their hiring processes. It also provides a guide for bias-free hiring (CBA, 2007). Firms and other organizations are increasingly committed to improving the diversity of their personnel but might glean strategies from leading hiring practices in other sectors.

Integration of foreign-trained legal professionals: Research has shown that immigrant lawyers face barriers to entry in the profession. The Internationally Trained Lawyers Program (ITLP, 2011) offered by the University of Toronto and supported by government, promotes the integration of foreign-trained lawyers by alleviating barriers to entry and advancement. ITPL initiatives include cross-cultural mentorship and funded internships.

Career development and mentoring: There can be systemic and informal barriers to professional advancement within law firms. Law firms must invest in their visible minority associates' careers to ensure that they advance strategically. Research (Kay & Wallace, 2009) suggests that informal networks play a significant role in career development by revealing the "unspoken rules" of the profession, including the realities of the job market and the expectations of the profession. Mentors can impart cultural competencies and also help to expand their mentees' networks. Many ethnic law associations provide mentorship programs for law students and young lawyers, including The South Asian Bar Association (2011), the Federation of Asian Canadian Lawyers (2008), and the Arab Canadian Lawyers Association (2007), the Canadian Association of Black Lawyers (2011) to assist students with job searches, the creation of networks, the definition of career goals, and factors to support success (CABL, 2011). The Canadian Bar Association (CBA, 2007) provides broad guidelines for mentorship.

Training: Often the barriers that exist to entry and advancement are not a result of deliberate efforts to exclude but the result of a lack of awareness. Ensuring that diversity training is part of the education of law students, lawyers, Crown attorneys, judges and governing bodies will help further diversify leadership. Diversity training is also critical for creating welcoming and healthy workplaces.

Tracking and measuring: The absence of good data, tracking and accountability metrics has impeded progress. Encouraging universities, firms, the Ministry of the Attorney General and governing bodies not only to track but to report publicly on their progress is fundamental to advancing diversity. These efforts must extend beyond a focus on representation to include a hard look at the pipeline including applicants to law schools, articling students, and new recruits in private practice. They should also include a look at the diversity of partners, leaders in governing bodies, judicial appointments as well as those who exit the profession. A better understanding of factors affecting the admission process, including the intersection of socio-economic factors, applying a diversity lens to judicial appointment processes and to disciplinary processes will help enhance understanding of barriers, systemic forms of discrimination and ways to overcome them.

CONCLUSIONS

Change is subtle but positive

This year, as in the last two years, DiverseCity Counts analysed visible minority representation among leaders in the GTA. It looked at rates of representation in leadership positions in elected office, the public sector, the corporate sector, the voluntary sector, the education sector, and agencies, boards and commissions. The study revealed that of a total of 3,330 leadership positions, 483 (14.5%) are held by members of visible minority groups. These findings demonstrate a small but discernible improvement in the diversity of GTA leaders over the last three years.

There is variation among sectors

- The largest increase in leadership representation occurred among elected officials, with an 18.4% increase in the percentage of diverse leadership in 2011 from 2009.
- In the public sector, 8.8% of public sector leadership positions are held by visible minorities, a slight increase from 8.1% in 2009.
- The corporate sector remains the least diverse sector, with only 4.2% visible minorities in leadership positions.
- Government agencies, boards and commissions display the best overall diversity with 22% of leadership positions held by visible minorities.
- Government agencies, boards and commissions also show a significant increase in visible minority leadership, with a total increase of 18.3%.

There is variation within sectors

Overall sector rates often mask large variances across organizations within the same sector. For instance:

- 80% of university and 83.3% of college boards of governors have over 20% visible minority leaders;
- 66.7% of regional school boards had 20% or more visible minorities in leadership positions.

On the other hand, organizations in some sub-sectors are laggards. In the corporate sector, visible minorities lack any representation on 78.7% of corporate boards and 74.2% of executive teams. Likewise, in the voluntary sector, 64.3% of charities and 100% of foundations have executive teams with no visible minority representation. Such discrepancies demonstrate the opportunity for experience to be shared across sectors and among organizations.

The legal sector: A need to focus on leadership

In 2011, DiverseCity Counts looked at the representation of visible minorities among leaders within the legal sector. To assess the diversity of leaders in the legal sector in the GTA, the proportion of visible minorities among judges, governing bodies and law schools, and lawyers in the largest law firms were analysed. These sub-sectors were also analysed for variations in visible minority leadership representation.

Ultimately, the data show that visible minorities account for only for 6.8% of legal sector leaders (163 of 2,410) compared to 14.4% of all lawyers practicing in the Toronto Census Metropolitan Area (Statistics

Canada, 2006) and 49.5% of the broader GTA population. Law school leaders and governing bodies have the greatest proportion of representation of all the legal sub-sectors studied, at 10.5%.

Ultimately, the generally low rates of visible minority representation among legal sector leaders suggest that the legal profession and its institutions need to continue to promote the advancement of visible minorities in leadership roles. This study identified a range of initiatives underway and some shining successes as well as opportunities for further progress.

Recommendations for all sectors

It is clear that progress is occurring but change is slow. Public and corporate sector organizations must continue to strive for the full representation of visible minorities in positions of leadership. This is necessary for social equity, but also because the GTA, one of the most richly diverse regions in the world, has the potential to leverage its diversity for greater innovation and financial performance in the global economy. To maximize the region's potential, governments, organizations and community groups should:

Understand the business case for diversity

Diverse leadership enhances efficiency, innovation, access to markets and financial performance.

Lead: Make diversity a strategic priority

Effective organizations recognize that diversity is a strategic priority, and their leadership reinforces this value. Senior executive commitment to diversity may be the most important factor in influencing organizational commitment and effective practices. Top-down commitment is crucial.

Communicate to influence

Proactive communication about an organization`s commitment to diversity enhances its reputation and creates awareness for all stakeholders within and outside the organization among employees, suppliers, clients, educational institutions, the media and the public. The business case should be communicated at every opportunity.

Mainstream diversity

Proactive organizations recognize that diversity encompasses more than just a representative workforce. By making diversity mainstream – that is, a goal in all aspects of an organization's activities, from recruitment to procurement – an organization will benefit from a more inclusive work culture, a good reputation, and access to new markets.

Develop and sustain human resource practices

Successful organizations create the infrastructure to recruit, hire, support, develop and retain top diverse talent. Good human resource practices include liaising with diverse communities, committing to bias-free hiring, providing orientation to new recruits, mandating internal diversity training, creating mentoring and sponsorship programs, developing networking programs for employees, and being transparent about all human resource processes.

Develop the pipeline

Building a qualified pool of talent for leadership requires building a pipeline. Effective strategies include engaging current workers in mentoring and other initiatives. Youth outreach, by offering scholarships or internships, for example, engage the interest of promising leaders and maximizes their potential.

Count: What gets measured gets done

Data suggests that tracking diversity is linked to improved rates of diversity in leadership. Reporting on diversity creates a solid fact base that organizations can use to reflect on their performance, consider their policies, and assess what can be done to improve diverse representation in the upper echelons of their organizations. Firms that have been required to abide by federal equity legislation have seen improved rates of diversity in their leadership ranks.

Looking ahead

The findings of this study suggest that change is occurring slowly and that diversity in the GTA is a work in progress.

Diversity presents an opportunity for all sectors. Organizations across corporate and public sectors must commit to the equitable representation of visible minorities in positions of leadership. The GTA, one of the most richly diverse regions in the world, has the potential to leverage its diversity for improved social cohesion, innovation and financial strength in the global economy.

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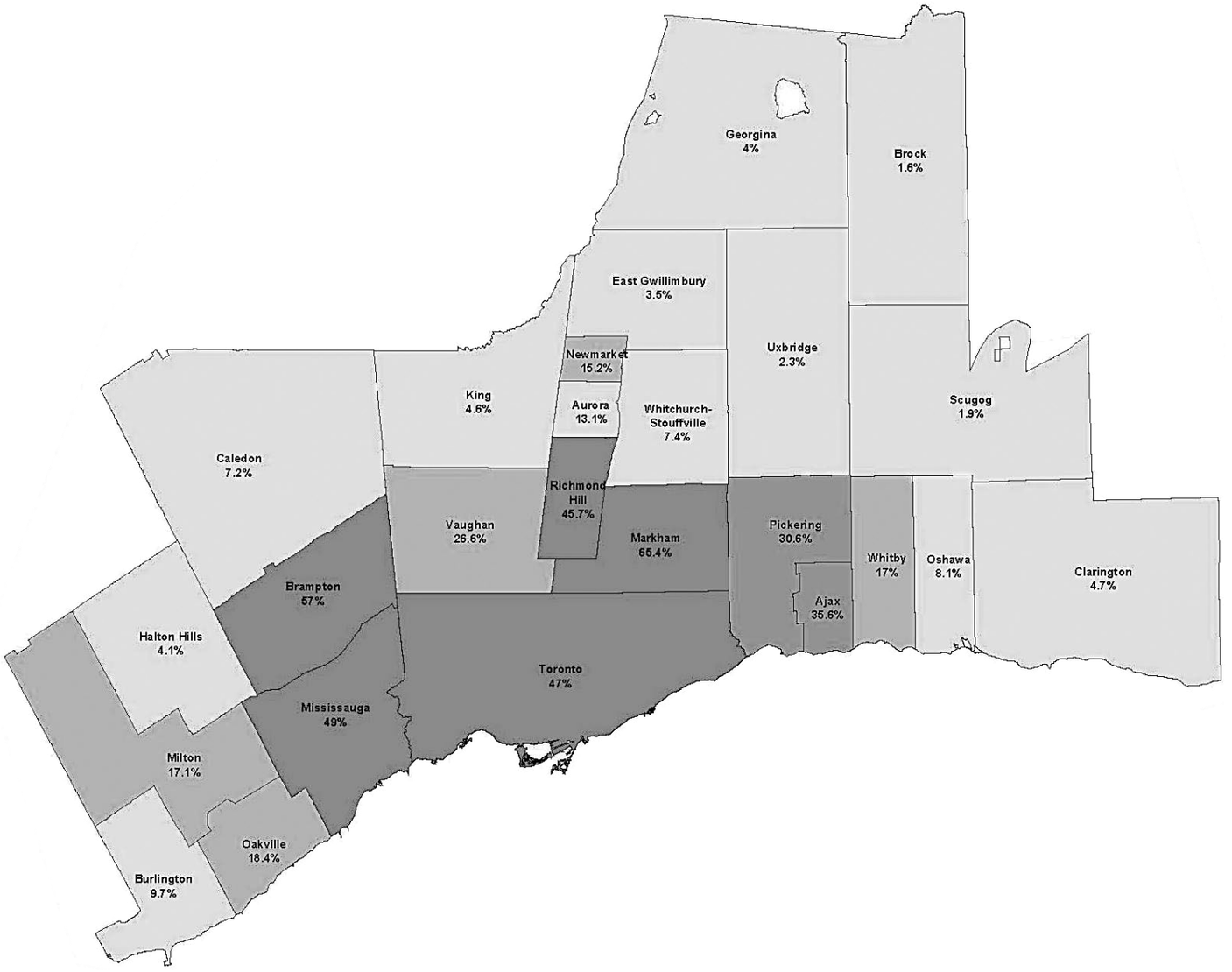
APPENDIX 1: STATISTICS CANADA DATA ON VISIBLE MINORITIES IN THE GTA, 2006

	Visible Minority Population (2006)	Total Population (2006)	% Visible Minority
City of Toronto (Total)	**1,162,630**	**2,476,651**	**47.0**
Peel (Total)	**576,665**	**1,154,070**	**50.0**
Mississauga	326,425	665,655	49.0
Brampton	246,150	431,575	57.0
Caledon	4,090	56,840	7.2.0
York (Total)	**329,955**	**887,345**	**37.0**
Georgina	1,655	41,930	4.0
East Gwillimbury	725	20,685	3.5
Whitchurch-Stouffville	1,775	24,100	7.4
Markham	170,535	260,760	65.4
Richmond Hill	73,885	161,695	45.7
Vaughan	63,200	238,005	26.6
Aurora	6,165	47,035	13.1
King City	895	19,425	4.6
Newmarket	11,120	73,370	15.2
Halton (Total)	**57,360**	**435,400**	**13.0**
Halton Hills	2,235	55,020	4.1
Milton	9,115	53,405	17.1
Oakville	30,315	164,485	18.4
Burlington	15,690	162,480	9.7
Durham (Total)	**93,420**	**557,330**	**17.0**
Pickering	26,685	87,360	30.6
Ajax	32,005	89,835	35.6
Whitby	18,730	110,455	17.0
Oshawa	11,370	140,240	8.1
Scugog	395	21,155	1.9
Brock	190	11,760	1.6
Uxbridge	445	19,075	2.3
Clarington	3,600	77,370	4.7
Total GTA	**2,220,030**	**5,509,796**	**40.0**

Source: Statistics Canada (2008). Community Profiles. Retrieved from: http://www12.statcan.ca/english/census06/data/profiles/community/index.cfm?Lang=E

APPENDIX 2: PERCENTAGE OF VISIBLE MINORITIES IN THE GTA



Source: City of Toronto (2008). Release of the 2006 Census on Ethnic Origin and Visible Minorities Retrieved from: http://www.toronto.ca/demographics/pdf/2006_ethnic_origin_visible_minorities_backgrounder.pdf

APPENDIX 3: LARGEST FOR-PROFIT (NON-CROWN) CORPORATIONS IN THE GTA

	Name of Organization	2009 Revenue ('000)	BOD (2010)	SM (2010)	Under 50.0% collected
1	Manulife Financial Corp., Toronto	$40,107,000	X	X	
2	Royal Bank of Canada, Toronto	$38,143,000	X	X	
3	George Weston Ltd., Toronto	$31,820,000	X	X	41.0% (MGT)
4	Sun Life Financial Inc., Toronto	$27,572,000	X	X	
5	The Toronto-Dominion Bank, Toronto	$25,421,000	X	X	
6	Onex Corp., Toronto	$24,831,000	X	X	
7	Magna International Inc., Aurora,	$19,815,748	X	X	29.0% (MGT)
8	Wal-Mart Canada Corp., Mississauga	$17,500,000		X	Global BOD; 18.0%(MGT)
9	Canadian Imperial Bank of Commerce, Toronto	$13,831,000	X	X	
10	Brookfield Asset Management Inc., Toronto	$13,785,562	X	X	
11	Rogers Communications Inc., Toronto	$11,731,000	X	X	
12	Direct Energy Marketing Ltd., Toronto	$10,890,477		X	Global BOD
13	Shoppers Drug Mart Corp., Toronto	$9,985,600	X	X	29.0% (MGT)
14	Honda Canada Inc., Toronto	$9,400,000		X	Global BOD
15	Barrick Gold Corp., Toronto	$9,283,176	X	X	
16	Ford Motor Co. of Canada Ltd., Oakville	$9,098,334		X	Global BOD
17	Canadian Tire Corp. Ltd., Toronto	$8,686,500	X	X	
18	Fairfax Financial Holdings Ltd., Toronto	$7,571,219	X	X	8.0% (MGT)
19	Home Depot Canada, Toronto	$5,500,000		X	Global BOD
20	Maple Leaf Foods Inc., Toronto	$5,221,602	X	X	
21	Sears Canada Inc., Toronto	$5,200,600	X	X	25.0% (MGT)
22	IBM Canada Ltd., Markham	$4,877,456		X	Global BOD
23	Gerdau Ameristeel Corp., Whitby,	$4,787,320	X	X	45.0% (BOD)
24	Nortel Networks Corp., Toronto	$4,664,408	X	X	
25	ING Canada Inc., Toronto (renamed Intact Financial Corp., Toronto)	$4,241,300	X	X	30.0% (MGT)
26	Hewlett-Packard (Canada) Co., Mississauga	$4,303,933		X	Global BOD
27	Aviva Canada	$3,473,415		X	Global BOD; 50.0%(MGT)
28	Kinross Gold Corp., Toronto	$2,752,206	X	X	
29	Siemens (Canada), Mississauga	$2,500,000		X	Global BOD
30	General Motors Acceptance Corp. of Canada Ltd., Toronto	$2,443,796			Global BOD; 0% (MGT)
31	PepsiCo (Canada), Mississauga,	$2,277,436		X	Global BOD
32	Nissan Canada Inc., Mississauga	$2,274,955		X	Global BOD
33	Aecon Group Inc., Toronto	$2,260,986	X	X	
34	Tim Hortons Inc., Oakville	$2,242,138	X	X	
35	Microsoft Canada Co., Mississauga (2009)	$2,219,759		X	Global BOD
36	Russel Metals Inc., Mississauga,	$1,971,800	X	X	
37	FirstService Corp., Toronto	$1,943,376	X	X	
38	Royal & SunAlliance Canada, Toronto	$1,923,547		X	Global BOD

	Name of Organization	2009 Revenue ('000)	BOD (2010)	SM (2010)	Under 50.0% collected
39	Energy Savings Income Fund, Toronto (renamed Just Energy Income Fund, Toronto - Mr09)	$1,899,213	X	X	
40	Cott Corp., Mississauga	$1,820,238	X	X	25.0% (MGT)
41	Cinram International Income Fund, Toronto	$1,669,927	X	X	
42	Cadillac Fairview Corp., Toronto	$1,548,000	X	X	
43	Unilever Canada Inc., Toronto (2009)	$1,519,822			Global BOD; 0% (MGT)
44	Sherritt International Corp., Toronto	$1,477,500	X	X	13.0% (MGT)
45	Torstar Corp., Toronto	$1,451,259	X	X	
46	Sino-Forest Corp., Mississauga,	$1,412,769		X	Global BOD
47	MDS Inc., Mississauga, Ont. (renamed Nordion) (2009)	$1,350,505			Ottawa BOD & MGT
48	Yamana Gold Inc., Toronto	$1,350,161	X	X	40.0% (BOD); 8% (MGT)
49	Wolseley Holdings Canada Inc., Burlington	$1,294,606		X	Global BOD
50	CI Financial Income Fund, Toronto	$1,218,485	X	X	
51	Softchoice Corp., Toronto	$1,141,283	X	X	
52	BFI Canada Income Fund, Toronto (2009)	$1,117,030	X	X	
53	Iamgold Corp.	$1,084,377	X	X	
54	KPMG LLP, Toronto	$1,064,742		X	Global BOD
55	Dundee Corp., Toronto	$1,045,623	X	X	17.0% (MGT)
56	GlaxoSmithKline Inc., Mississauga	$1,008,383		X	Global BOD
57	Inmet Mining Corp., Toronto	$983,885	X	X	
58	Bird Construction	$877,859	X	X	
59	Ernst & Young LLP, Toronto	$876,000		X	Global BOD
60	E.I. du Pont Canada Co., Mississauga	$866,019		X	Global BOD
61	Norbord Inc., Toronto	$819,238	X	X	
62	The Independent Order of Foresters, Toronto	$812,795	X	X	
63	Patheon Inc.	$765,811	X	X	
64	PPG Canada (2009)	$753,849			Global BOD & MGT
65	Fraser Papers Inc., Toronto (2009)	$734,736	X		0% (MGT)
66	Vitran	$717,985	X	X	
67	Samuel Manu-Tech Inc., Toronto (renamed Samuel, Son & Co.)	$667,691	X	X	20.0%(BOD)
68	Johnson Controls Ltd., Markham	$592,240			Global BOD; 0% (MGT)
69	AGF Management Ltd., Toronto	$586,114	X	X	
70	Kingsway Financial Services Inc., Mississauga	$505,687	X	X	33.0% (MGT)
71	General Motors of Canada Ltd., Oshawa	N/A	X		0% (MGT)
72	Oxford Properties Group Inc., Toronto	N/A		X	0% (BOD)
73	The Boiler Inspection and Insurance Co. of Canada, Toronto	N/A		X	Global BOD
	Total		**47**	**66**	

Source: *Financial Post Magazine*. (2011). Financial Post 500. Retrieved from: http://www.financialpost.com/news/fp500/list.html

Note: Companies for which no information was available or where there was information on less than 50% of the senior executives or directors were excluded.

APPENDIX 4: 20 OF THE LARGEST VOLUNTARY SECTOR ORGANIZATIONS IN THE GTA

	Name of Organization	2009-2010 Revenue ('000)	BOD (2010)	SM (2010)	Under 50.0% collected
1	World Vision Canada (2009)	$374,771	X	X	
2	The Salvation Army Territorial Headquarters	$213,280	X	X	
3	YMCA of Greater Toronto	$178,594	X	X	
4	Hospital for Sick Children Foundation	$168,406	X	X	
5	Princess Margaret Hospital Foundation	$139,289	X	X	
6	Heart and Stroke Foundation of Ontario (2009)	$122,303	X	X	
7	Plan International Canada	$115,155	X	X	
8	Canadian Cancer Society	$105,864	X	X	35.0% (MGT)
9	UNICEF Canada	$82,914	X	X	
10	The Canadian National Institute for the Blind (Ontario)	$79,169	X	X	
11	Canadian Diabetes Association (2009)	$75,407	X	X	
12	The Nature Conservancy of Canada	$72,715	X	X	
13	Toronto General & Western Hospital Foundation	$65,658	X	X	
14	Community Living Toronto	$63,761	X	X	
15	Sunnybrook Health Sciences Centre Foundation	$53,287	X	X	
16	Mount Sinai Hospital Foundation of Toronto	$43,622	X	X	
17	United Way of Greater Toronto (2009)	$42,443	X	X	
18	York University Foundation	$37,303	X	X	
19	Goodwill Industries of Toronto	$30,637	X	X	43.0% (BOD)
20	MaRS Discovery District (2009)	$23,963	X	X	
	Total		**20**	**20**	

Source: Charitable organizations and foundations were selected based on revenue reported to the Canada Revenue Agency. Retrieved from: http://www.cra-arc.gc.ca/chrts-gvng/lstngs/menu-eng.html

Note: Ethnocultural charities were excluded as were religious organizations, hospitals, universities, and other publicly funded institutions. To avoid double counting, institutions which are charities but do not have separate governance and structures such as The University of Toronto board of governors and Ryerson University are included as educational institutions rather than foundations. The Ontario Trillium Foundation, which is a Provincial agency, is included in the discussion of Agencies, Boards and Commissions. The list however does include foundations which are associated with, but are separate from hospitals and educational institutions. For example, the York University Foundation has a separate structure and governance from the University and was included. Charities and foundations for which no information was available or where there was information on less 50% of the senior executives or board of directors were excluded.

APPENDIX 5: PROVINCIAL AGENCIES, BOARDS AND COMMISSIONS

	Ontario agencies, boards and commissions	2009 Revenue ('000)
1	Ontario Pension Board (2009) (Total Assets)	$19,699,877
2	Ontario Lottery and Gaming Corp. (OLG)	$6,279,019
3	Ontario Power Generation Inc. (2009)	$5,640,000
4	Hydro One	$4,744,000
5	Ontario Electricity Financial Corporation	$4,577,000
6	Liquor Control Board of Ontario	$4,344,099
7	The Workplace Safety and Insurance Board (2009)	$4,227,000
8	Toronto Central Local Health Integration Network	$4,213,005
9	Mississauga Halton Local Health Integration Network	$1,150,858
10	Cancer Care Ontario	$764,624
11	GoTransit (renamed MetroLinx)	$549,175
12	Legal Aid Ontario	$344,094
13	Toronto Waterfront Revitalization Corporation	$155,938
14	Ontario Clean Water Agency (2009)	$142,814
15	Ontario Infrastructure Projects Corporation (Infrastructure Ontario)	$135,222
16	Ontario Trillium Foundation	$121,720
17	Independent Electricity System Operator (IESO) (2009)	$119,988
18	Royal Ontario Museum	$78,360
19	Ontario Power Authority (2009)	$66,627
20	Ontario Realty Corporation	$63,182
21	Ontario Securities Commission	$61,465
22	The Ontario Educational Communications Authority	$59,555
23	Metropolitan Toronto Convention Centre Corporation	$47,487
24	Education Quality and Accountability Office	$33,464
25	Ontario Energy Board	$31,989
26	Deposit Insurance Corporation of Ontario (2009)	$21,986

Source: Ministry of Finance. (2010). Public Accounts of Ontario 2009-2010: Financial Accounts of Government Organizations. Retrieved from : http://www.fin.gov.on.ca/en/budget/paccts/2010/

DiverseCity:
THE GREATER TORONTO LEADERSHIP PROJECT

The Greater Toronto Area is the most ethnically and racially diverse region in Canada yet there is a striking lack of diversity at the top of our corporate, public and nonprofit organizations.

This is a missed opportunity.

DiverseCity is building a more prosperous region by changing the face of leadership through eight practical and measurable initiatives.

We will:

STRENGTHEN OUR INSTITUTIONS

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. More than 500 appointments have been made.

DiverseCity School4Civics is a nine-month training and mentoring program that equips leaders to run for elected office or manage campaigns. Graduates participated in recent elections as candidates and campaign staff.

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. More than 300 leaders are ready to speak to GTA media.

EXPAND OUR NETWORKS

DiverseCity Nexus, a salon-style speaker series, created connections among more than 600 senior and rising leaders from companies, nonprofit organizations and public institutions.

DiverseCity Fellows is a one-year participant-led civic leadership program. Over 75 emerging leaders are now better equipped to take action on issues critical to the future of the Toronto region.

ADVANCE OUR KNOWLEDGE

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

DiverseCity Perspectives promotes dialogue on leadership and diversity to catalyze shifts in how leaders are chosen, shaped, and imagined. Over 50 individuals have been trained to host dialogues of their own.

TRACK OUR PROGRESS

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.

For more on DiverseCity: The Greater Toronto Leadership Project go to: diversecitytoronto.ca

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Maytree promotes equity and prosperity through leadership building.

CivicAction
Greater Toronto CivicAction Alliance

Catalyzing collective leadership on tough issues and big opportunities facing the Greater Toronto region.

Ontario

DiverseCity: The Greater Toronto Leadership Project is funded in part by the Government of Ontario.