



Public Opinion on Diverse GTA Leadership: Research Findings and the Path Forward

DiverseCity

Nanos FINAL Report • Project 2013-332



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1.0 Executive Summary

Nanos was retained by DiverseCity to conduct research to gauge perceptions held by Greater Toronto Area (GTA) residents of diversity in leadership.

To follow are the findings of a random hybrid survey (telephone and online) of 1,000 GTA residents aged 18 and over. It was conducted by Nanos Research on behalf of DiverseCity between April 10th and 22nd, 2013 and is accurate to within 3.1 percentage points, plus or minus, 19 times out of 20. Focus groups groups were also conducted among 40 residents of Toronto and the GTA.



On learning that only 14% of GTA leadership roles are held by visible minorities and under-represented immigrants despite their making up close to half of the GTA's population¹, a majority (60.5%) said this was not enough representation – up from 42.5% who said the same before being presented with the numbers.

Key Findings

- **Importance of Representative Leadership** – Two in five respondents (43.1%) said it was important to have people from visible minorities and under-represented immigrant groups in leadership roles in the GTA, rating it an 8, 9 or 10 out of 10. A further two in five (42.0%) rated the importance between 4 and 7 out of 10, leaving about one in eight (13.6%) who rated it as not important (1–3 out of 10). Women were more likely than men to rate this as important (50.1% vs. 36.1%). Visible minorities (52.1%) and under-represented immigrants (53.4%) were more likely to say this was important compared to those not part of either group (35.6%).
- **Opinion Drivers on Importance** – One in three (33.9%) of those who said it was important to have people from these groups in GTA leadership roles said that this type of leadership would better represent the population and its various communities. Those who said it was not important were most likely to think that competence should come before ethnicity when choosing people for leadership roles (43.1%).
- **Benefits and Drawbacks** – Asked what benefits there could be to the GTA when the city's political and business leaders reflect the diverse races and cultures that make up the city, respondents cited equal representation (20.6%), making the GTA more inclusive and welcoming (14.1%) and new or different perspectives and opinions (11.2%). Conversely, nearly three in five (57.0%) either could not name a drawback (37.2%) or were unsure (19.8%).

¹Diversity Institute, Ryerson University. "DiverseCity Counts 3: A Snapshot of Diverse Leadership in the GTA" (2011).



- Impact on the GTA and Organizations** – A significant majority of respondents (79.0%) said that having political and business leaders from a diversity of races and cultures would have a positive (63.5%) or somewhat positive impact (15.5%) on the GTA’s ability to attract investment from other countries, making this the area in which respondents were most likely to see this type of impact. Women were more likely than men to see a positive or somewhat positive impact in other key areas: the GTA’s ability to be a great place to live (76.4% vs. 67.8%), its ability to have safer neighbourhoods (66.8% vs. 56.9%), making communities stronger (80.9% vs. 71.8%) and finding creative solutions or responses to problems (71.5% vs. 64.3%).
- Opinion on Representation** – Respondents were equally likely to say there was currently not enough representation of visible minorities in GTA leadership (42.5%) as they were to say there was about the right amount (39.5%). When presented with the statistic from Ryerson University’s Diversity Institute report that only 14% of GTA leadership roles are held by visible minorities or under-represented immigrant groups despite these groups accounting for half of the GTA’s population, however, those who said this was not enough representation increased to three in five (60.5%), while those who thought it was about the right amount decreased to three in ten (29.4%). Women were more likely than men to think there was not enough representation, but both saw a rise in this opinion (women: 63.8%, up from 47.9%; men: 57.1%, up from 37.0%). Respondents from an under-represented immigrant group (68.5%) or a visible minority (63.4%) were more likely than those who were not part of either group (58.3%) to think this was not enough representation.
- Diversity in Key Sectors** – Asked to rate the leadership of key sectors on how they reflected the GTA’s population, a majority of respondents gave neutral scores to all sectors. The media (24.8%) and the civil service (23.7%) were most likely to be given high ratings for reflecting the population.
- Perceptions of Elected Officials** – Only one in ten (10.5%) said elected officials were reflective of the GTA’s visible minorities and under-represented immigrant groups, making it the least likely of all sectors tested on to be rated as such (8–10 out of 10). At the same time, when asked to choose which sector should most reflect the population, respondents were more likely to choose elected officials than any other sector (21.3%). While women were comparably likely to say elected officials should most reflect the GTA’s diversity (21.5%), female respondents were also twice as likely as men to say that the education sector should be the most reflective (21.1% vs. 11.4%).
- Diversity in the Workplace** – Respondents were divided when asked to rate how well represented visible minorities and under-represented immigrant groups were among people in leadership roles in their own workplace. Nearly two in five (37.6%) gave a neutral rating of between 4 and 7 out of 10. Three in ten (30.2%) said that these groups were well represented, while one in four (25.2%) said that they were not. The remainder (7.0%) were unsure. Women were more likely than men to say that there was not enough representation of visible minorities among people in leadership roles in their workplace (42.4% vs. 28.3%).



- **Perceived Obstacles to Diverse Leadership:** In choosing the biggest obstacle preventing more people from visible minorities and under-represented immigrant groups from taking on GTA leadership roles, nearly three in five (58.9%) cited obstacles faced by people themselves, including language barriers (30.1%), lack of contact or connections (18.2%) and lack of financial resources (10.6%). One in four (24.5%) named a systemic obstacle, such as bias against visible minorities and under-represented immigrant groups (12.5%) or bias against change (12.0%).
- **Looking Ahead** – Three in four respondents (75.0%) thought it likely or somewhat likely that people in leadership roles in the GTA will be completely reflective of the population in the future. On average, respondents thought it would take about 18.9 years to have completely reflective leadership in the GTA. Asked how this amount of time made them feel, nearly two in three (64.5%) identified with statements that called for some degree of action on the issue of reflective GTA leadership: half (49.6%) said that we could move faster, but that these things take time, while a further one in seven (14.9%) said this was an urgent issue that we need to move forward on now. Three in ten (31.8%) said they were not too concerned.

Key Insights

- **Reaction to current situation** – Perceptions on levels of representation in GTA leadership shifted noticeably when respondents were faced with the statistic that although visible minorities and under-represented immigrant groups make up nearly 50% of the GTA's population, they only account for 14% of its leaders. While GTA residents may not already be aware of the influence gap, a majority are uncomfortable when they learn of it.
- **Economic benefits and impact** – While one in five unprompted respondents cited equal representation as a benefit of diverse leadership, respondents also cited all the economic benefits highlighted by the Conference Board of Canada's report for DiverseCity (see Appendix A, Research Review). A significant majority also saw diverse leadership having a positive or somewhat positive impact on the GTA's ability to attract investment from other countries – making this the area in which respondents were most likely to see a positive impact in the GTA. A comparatively smaller majority saw a positive or somewhat positive impact on the GTA's ability to create prosperity, but those aged 60 and over were more likely to do so.
- **Gender and intensity of opinion** – The intensity of opinion on several key questions was stronger among women than men. Women were more likely to perceive having visible minorities and under-represented immigrant groups in leadership roles as important, to think there was currently not enough representation of visible minorities in GTA leadership or in the workplace, and to see a positive impact from diverse leadership on making communities stronger, neighbourhoods safer and the GTA being a great place to live.
- **Looking to the future** – GTA residents were broadly optimistic about the future, with three in four thinking it likely or somewhat likely that leadership roles will be completely reflective of the GTA's population. Respondents in their 30s were more likely to hold this opinion than those aged 60 and over. Despite this, a significant majority of respondents called for some degree of action to expedite completely reflective leadership.

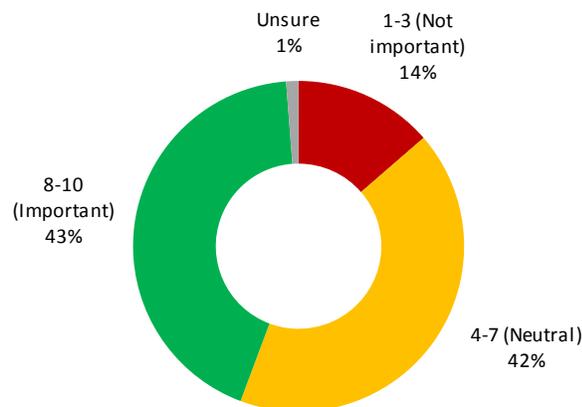


2.0 Perceptions of Diverse Leadership

To gauge general perceptions on having leaders who represent visible minorities and under-represented immigrant groups living in the GTA, respondents were asked to rate the importance of having people from these groups in GTA leadership roles across a variety of sectors. Respondents were also asked their thoughts in how diversity in leadership might impact the GTA and its organizations.

2.1 Importance of Diversity in GTA Leadership Roles

Question – Thinking about leadership in the Greater Toronto Area or GTA – and by that we mean people in positions of authority – how important would you say it is to have people from visible minorities and under-represented immigrant groups in leadership roles, whether corporate, government or non-profit? Please use a scale of 1 to 10, where 1 is not at all important to you and 10 is very important. (n=1,000)



More than two in five respondents (43.1%) rated having people from visible minorities and under-represented immigrant groups in leadership roles as important, rating it an 8, 9 or 10 out of 10. Nearly the same number (42.0%) gave more neutral importance scores of 4–7 out of 10, while more than one in ten (13.6%) rated it as not important, or 1–3 out of 10. A small number (1.2%) were unsure. Women were more likely than men to rate this as important (50.1% vs. 36.1%). People who self-identified as part of a visible minority group or part of an under-represented immigrant group were more likely to rate this as important (52.1% and 53.4%, respectively), while those who were not part of either were less likely to do so (35.6%).

Asked why they had given a particular rating, one in three respondents (33.9%) who rated having people from visible minorities and under-represented immigrant groups in leadership roles as important said that diverse leadership would better represent the population and communities. Among those who rated it as not important, more than two in five (43.1%) said that competence should come before ethnicity when choosing people for leadership roles.



		Question 5 – Thinking about leadership in the Greater Toronto Area or GTA – and by that we mean people in positions of authority – how important would you say it is to have people from visible minorities and under-represented immigrant groups in leadership roles, whether corporate, government or non-profit? Please use a scale of 1 to 10, where 1 is not at all important to you and 10 is very important.			Total	
		Not important (1-3)	Neutral (4-7)	Important (8-10)		
Question 6 – Why do you have that opinion? [Open-ended]	I am part of a visible minority/immigrant group	Count	2	8	30	40
		Column %	1.5%	1.9%	7.0%	4.0%
	To better represent the population/the communities	Count	6	61	146	213
		Column %	4.4%	14.5%	33.9%	21.6%
	It is not important	Count	27	29	1	57
		Column %	19.7%	6.9%	.2%	5.8%
	Competence before ethnicity	Count	59	125	9	193
		Column %	43.1%	29.8%	2.1%	19.5%
	Diversity is good	Count	0	14	22	36
		Column %	.0%	3.3%	5.1%	3.6%
	Brings different ideas/talents	Count	2	8	26	36
		Column %	1.5%	1.9%	6.0%	3.6%
	Too much multiculturalism	Count	12	17	4	33
		Column %	8.8%	4.0%	.9%	3.3%
	GTA is multicultural	Count	0	10	31	41
		Column %	.0%	2.4%	7.2%	4.1%
	Equality for all	Count	3	10	19	32
		Column %	2.2%	2.4%	4.4%	3.2%
	It is important	Count	0	11	22	33
		Column %	.0%	2.6%	5.1%	3.3%
	Gives a voice/role models to minorities	Count	0	13	40	53
		Column %	.0%	3.1%	9.3%	5.4%
	Minorities should get involved	Count	0	7	6	13
		Column %	.0%	1.7%	1.4%	1.3%
	Already represented	Count	2	8	1	11
		Column %	1.5%	1.9%	.2%	1.1%
	Other	Count	13	60	58	131
		Column %	9.5%	14.3%	13.5%	13.3%
	Unsure	Count	11	39	16	66
		Column %	8.0%	9.3%	3.7%	6.7%
Total		Count	137	420	431	988
		Column %	100.0%	100.0%	100.0%	100.0%

In focus groups held by Nanos Research for DiverseCity (see Appendix B, Methodology), a majority of participants also thought that the GTA’s current leaders should reflect the region’s diversity. For some participants, diversity in leadership was linked to a better chance of public support. Others thought a more diverse group of current leaders would help promote tolerance and understanding among cultures. Some participants questioned the need for promoting diversity in leadership, however, saying that skills and qualifications were more important criteria in selecting new leaders.



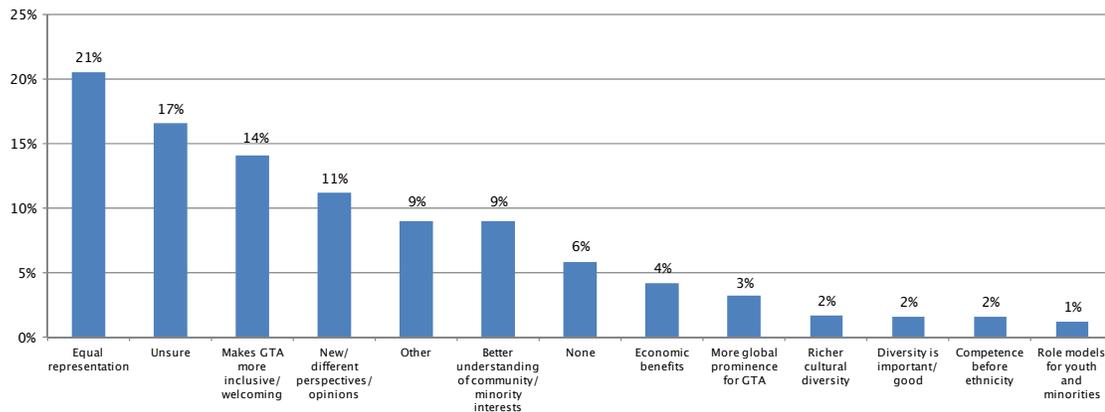
2.2 Impact of Diversity in GTA Leadership

To gauge opinion from GTA residents on the potential impact of diversity in leadership, respondents were asked to identify benefits and drawbacks to the GTA of leaders that reflect the diversity of the population. Respondents cited a higher number of benefits than drawbacks when answering these questions.

2.2.1 Benefits and Drawbacks

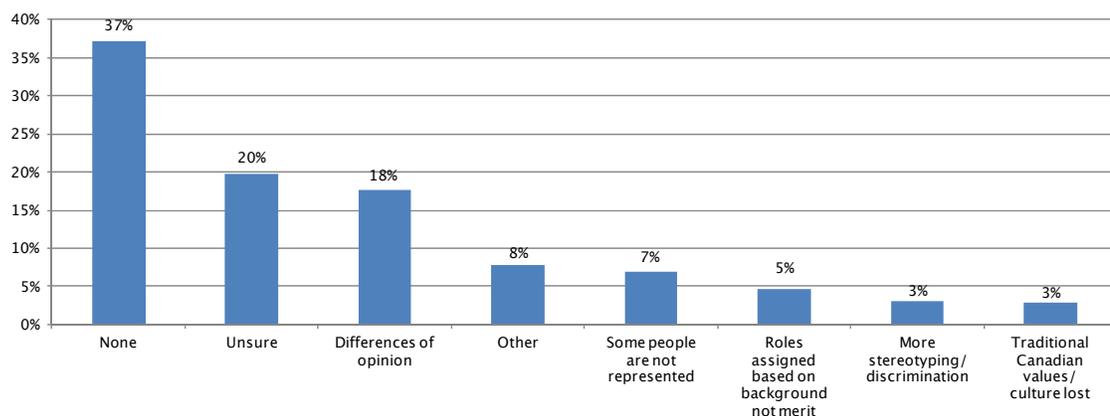
Unprompted, one in five respondents (20.6%) cited equal representation of the population as a benefit to the GTA. One in seven (14.1%) thought it would make the GTA more inclusive and welcoming, one in ten (11.2%) thought it would bring new and different perspectives and opinions, and a further one in ten (9.0%) thought it would promote better understanding of community or minority needs. Of note, one in six respondents were unsure (16.6%).

Question - What are the benefits to the GTA when the city's political and business leaders reflect the diverse races and cultures that make up the city? [Open-ended]
(n=1,000)



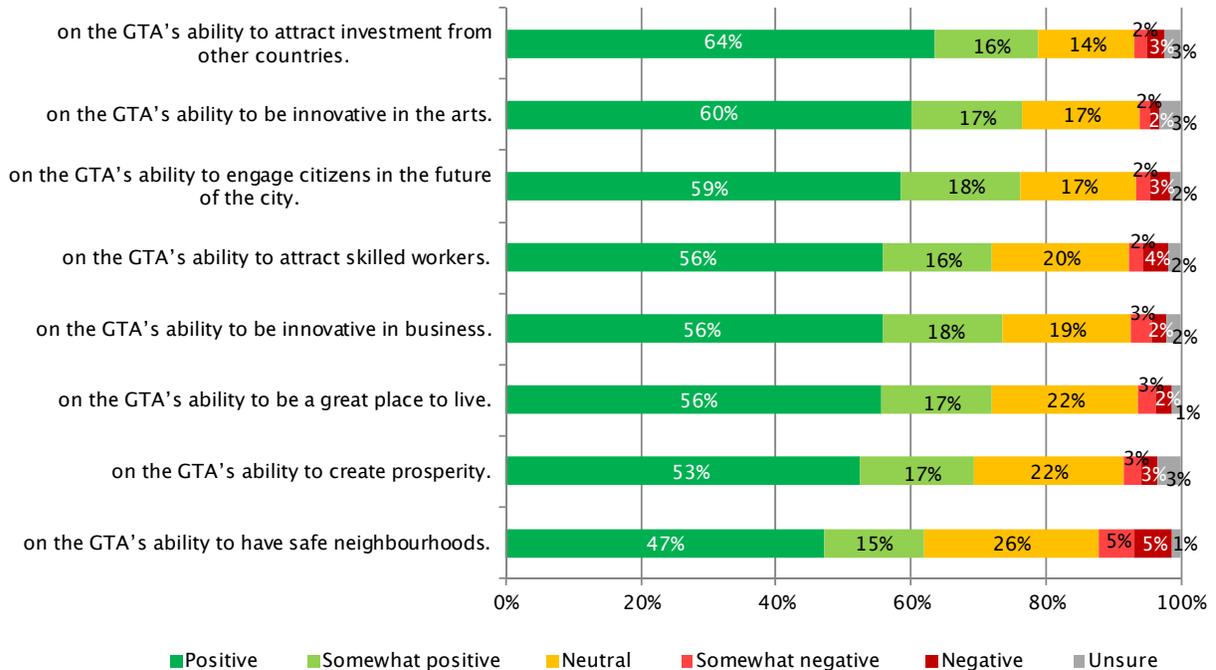
When asked to name drawbacks to the GTA, nearly three in five respondents (57.0%) could either think of none (37.2%) or were unsure (19.8%). More than one in six (17.7%) cited differences of opinion as a possible drawback.

Question - What are the drawbacks to the GTA when the city's political and business leaders reflect the diverse races and cultures that make up the city? [Open-ended]
(n=1,000)



2.2.2 Impact on the GTA

Asked about the impact that having political and business leaders from a diversity of races and cultures would have on the GTA, a majority of respondents saw a positive or somewhat positive impact in all areas prompted on.



A significant majority of respondents (79.0%) saw a positive (63.5%) or somewhat positive impact (15.5%) on the GTA's ability to attract investment from other countries, linking a positive economic impact to diverse GTA leadership. About one in seven (14.3%) thought there would be a neutral impact, while only 4.3 per cent thought there would be a negative (2.6%) or somewhat negative (1.7%) impact. The remainder (2.5%) were unsure. Responses were comparable across regional, gender, age and background subgroups.

Three in four respondents (76.6%) saw a positive (60.1%) or somewhat positive (16.5%) impact on the GTA's ability to be innovative in the arts. About one in six (17.3%) saw a neutral impact, while a smaller number (3.0%) saw a negative (1.5%) or somewhat negative (1.5%) impact and just 3.1 per cent were unsure. Responses were comparable across subgroups.

At three in four (76.2%), respondents were also likely to see a positive (58.6%) or somewhat positive (17.6%) impact on the GTA's ability to engage citizens in the future of the city. About one in six (17.2%) thought there would be a more neutral impact, while 5.0 per cent saw either a negative (2.9%) or somewhat negative (2.1%) impact and just 1.6 per cent were unsure. Responses were comparable across subgroups.



Nearly three in four respondents (73.6%) thought there would be a positive (55.7%) or somewhat positive impact (17.9%) on the GTA's ability to be innovative in business, leaving about one in five (18.8%) who saw a neutral impact in this area and 5.3 per cent who anticipated a negative (2.1%) or somewhat negative impact (3.2%). A further 2.2 per cent were unsure. There was consistency in responses across subgroups.

More than seven in ten respondents (72.1%) saw a positive (55.9%) or somewhat positive impact (16.2%) on the GTA's ability to attract skilled workers. One in five (20.3%) saw a more neutral impact, and a handful (5.8%) thought the impact would be negative (3.8%) or somewhat negative (2.0%). The remainder (1.8%) were unsure. At less than two in three (64.1%), respondents who self-identified as part of an under-represented immigrant group were slightly less likely to see a positive (52.5%) or somewhat positive impact (11.6%) in this area.

More than seven in ten respondents (72.1%) saw having political and business leaders from a diversity of races and cultures as having a positive (55.5%) or somewhat positive (16.6%) impact on the GTA's ability to be a great place to live. About one in five (21.5%) took a more neutral view of the potential impact, while only a small number (5.0%) thought there would be a negative (2.3%) or somewhat negative impact (2.7%) and 1.4 per cent were unsure. At three in four (76.4%), women were slightly more likely than men (67.8%) to see a positive (59.8%) or somewhat positive impact (16.6%) in this area.

Nearly seven in ten respondents (69.3%) saw a positive (52.5%) or somewhat positive impact (16.8%) on the GTA's ability to create prosperity. Over one in five (22.2%) thought there would be a neutral impact in this area, while a small number (5.1%) saw a negative (2.5%) or somewhat negative (2.6%) impact, and just 3.4 per cent were unsure. Respondents aged 60 and over (75.8%) were most likely to see a positive (57.6%) or somewhat positive impact (18.2%) on the GTA's ability to create prosperity.

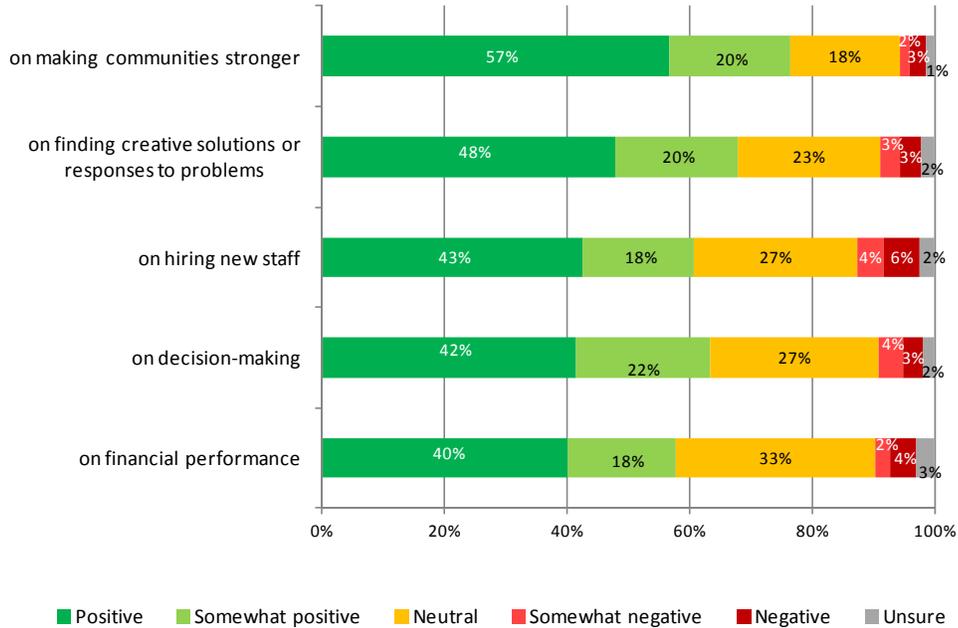
Three in five respondents (61.8%) thought having political and business leaders from a diversity of races and cultures would have a positive (47.0%) or somewhat positive impact (14.8%) on the GTA's ability to have safe neighbourhoods. One in four (26.0%) saw a neutral impact, while one in ten (10.7%) saw a negative (5.4%) or somewhat negative impact (5.3%). A handful (1.4%) were unsure. Two in three women (66.8%) saw a positive (51.8%) or somewhat positive impact (15.0%) on the GTA's ability to have safer neighbourhoods, compared with more than half of men (56.9%).

In the focus groups, a majority of participants who completed a handout exercise cited positive impacts for Toronto from having leaders from diverse backgrounds. Unprompted, the most frequently mentioned impacts included understanding diverse cultures (27.5%), providing new ideas and solutions (25.0%), and better reflecting Toronto's diversity (22.5%).



2.2.3 Impact on Organizations

Question - Thinking of organizations, please indicate whether having political and business leaders in the GTA from a diversity of races and cultures would have a negative, somewhat negative, neutral, somewhat positive or positive impact...
(n=1,000)



Respondents were also asked about having political and business leaders in the GTA from a diversity of races and cultures in terms of the impact in various areas related to organizations, and a majority saw a positive or somewhat positive impact in all areas mentioned.

Overall, at three in four (76.3%) respondents were more likely to see a positive (56.6%) or somewhat positive impact (19.7%) on making communities stronger. About one in six respondents (17.8%) saw a neutral impact in this area, while just 4.4 per cent saw a negative (2.6%) or somewhat negative impact (1.8%). Only 1.4 per cent were unsure. Women were more likely than men to see a positive or somewhat positive impact on making communities stronger (80.9% vs. 71.8%).

Two in three respondents (67.9%) saw a positive (47.8%) or somewhat positive impact (20.1%) on finding creative solutions or responses to problems. More than one in five (23.1%) saw a neutral impact, and a smaller number (6.7%) saw a negative (3.3%) or somewhat negative (3.4%) impact. A handful (2.3%) were unsure. At seven in ten (71.5%), women were more likely than men (64.3%) to see a positive or somewhat positive impact in this area.

More than three in five (63.5%) saw a positive (41.6%) or somewhat positive impact (21.9%) on decision-making as a result of having political and business leaders in the GTA from a diversity of races and cultures. More than one in four (27.3%) were neutral in terms of



their perceived impact, while 7.2 per cent saw a negative (3.0%) or somewhat negative impact (4.2%). The remainder (2.1%) were unsure. Responses were comparable across subgroups.

Three in five respondents (60.8%) thought there would be a positive (42.7%) or somewhat positive (18.1%) impact on hiring new staff, while one in four (26.6%) saw a more neutral impact. One in ten respondents (10.3%) saw a negative (6.0%) or somewhat negative impact (4.3%) in this area, and 2.4 per cent were unsure.

Nearly three in five respondents (57.7%) thought there would be a positive (40.1%) or somewhat positive impact (17.6%) on financial performance. Nearly one in three (32.7%) thought there would be a neutral impact, leaving just 6.7 per cent who saw a negative (4.4%) or somewhat negative impact (2.3%), and 3.0 per cent who were unsure.

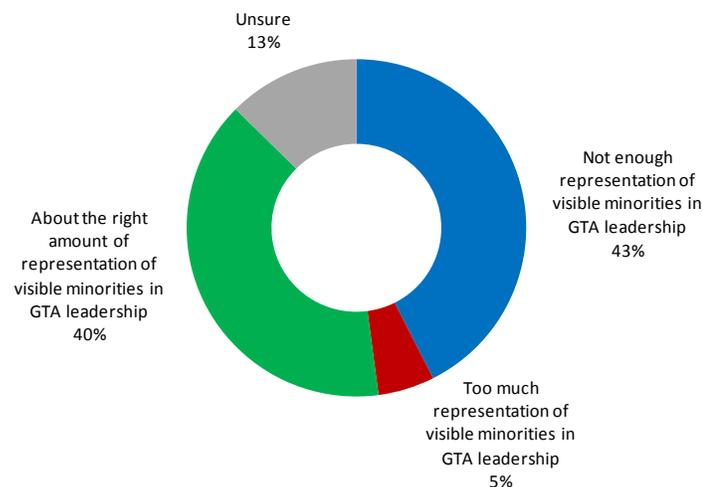


3.0 Diversity in GTA Leadership

To test unprompted and prompted opinion on current levels of representation in GTA leadership, respondents were given two opportunities to express their views on the topic. When made aware of the discrepancy between current levels of representative leadership compared to the proportion of visible minorities and under-represented immigrant groups in the GTA population as a whole, a majority of respondents thought there was not enough representation in GTA leadership roles. Respondents were then prompted on how reflective of the GTA's population they thought leadership was in a number of key sectors.

3.1 Representation of Visible Minorities

Question - Thinking about leadership in the GTA, whether corporate, government or non-profit, would you say that there is currently not enough representation of visible minorities, too much representation of visible minorities, or about the right amount of representation of visible minorities in GTA leadership?
(n=1,000)

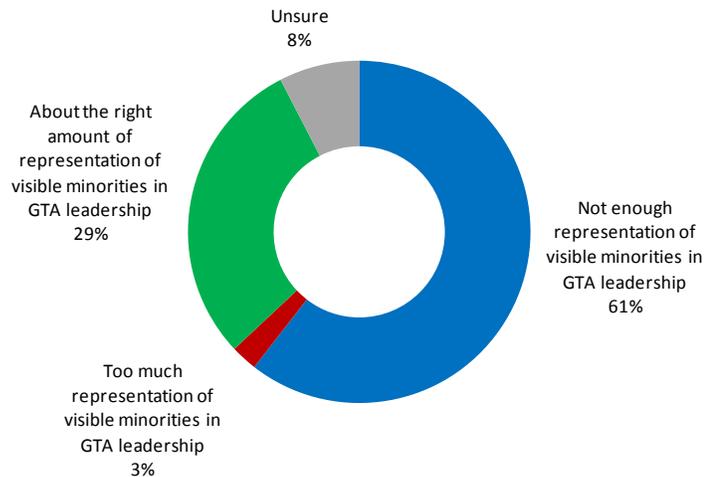


Two in five respondents (42.5%) thought there was currently not enough representation of visible minorities in GTA leadership, while nearly two in five (39.5%) thought there was about the right amount of representation. A small number (5.4%) thought there was too much representation of visible minorities in GTA leadership, and more than one in ten (12.6%) were unsure. Women were more likely than men to think there was not enough representation (47.9% vs. 37.0%). Respondents from Toronto were marginally more likely than those from outside Toronto to say there was not enough representation (46.0% vs. 39.9%). Those who self-identified as part of a visible minority or part of an under-represented immigrant group were more likely to think there was not enough representation (49.1% and 48.7%, respectively), while those who self-identified as neither were less likely to think so (38.4%).



Research out of Ryerson University suggests that visible minorities and under-represented immigrant groups currently make up close to 50% of the population of the GTA, but that only 14% of people in leadership roles within the GTA are from visible minorities and under-represented immigrant groups.

Question - In your opinion, would you say that this is not enough representation of visible minorities, too much representation of visible minorities, or about the right amount of representation of visible minorities in GTA leadership?
(n=1,000)



When confronted with the statistic from Ryerson University, a number of respondents had a change of opinion. Three in five (60.5%) thought this was not enough representation of visible minorities in GTA leadership – up from two in five (42.5%) before the research was mentioned. Three in ten (29.4%) thought there was about the right amount of representation of visible minorities in GTA leadership – down from nearly two in five (39.5%). A handful (2.5%) thought there was too much representation – also down from 5.4%. Fewer people were unsure: 7.6 per cent, down from 12.6 per cent. Women were still more likely than men to think there was not enough representation, but both groups saw an increase in those who held this opinion (63.8% vs. 57.1%). Respondents from Toronto were again marginally more likely than those from outside Toronto to think there was not enough representation (64.0 vs. 57.8%), although there was an increase in this opinion in both groups. Respondents from an under-represented immigrant group (68.5%) or a visible minority (63.4%) were more likely than those who were not part of either group (58.3%) to think this was not enough representation.



Asked to explain their opinion, two in three (67.4%) of those who felt there was not enough representation said that leaders should represent the GTA's population and that 14% was not enough representation of visible minorities and under-represented immigrant groups in leadership given their much larger presence in the population at large. Among those who felt there was about the right amount of representation, one in five (21.1%) said they felt leadership roles should be merit-based.

		Question 23 - In your opinion, would you say that this is not enough representation of visible minorities, too much representation of visible minorities, or about the right amount of representation of visible minorities in GTA leadership?			Total
		Not enough representation of visible minorities in GTA leadership	Too much representation of visible minorities in GTA leadership	About the right amount of representation of visible minorities in GTA leadership	
Question 24 - Why do you have that opinion? [Open-ended]	Leaders should represent GTA/14% is too few	Count 397	0	27	424
		Column % 67.4%	.0%	9.7%	47.5%
	Leadership roles should be merit-based	Count 7	4	59	70
		Column % 1.2%	16.0%	21.1%	7.8%
	Based on personal experience/observation	Count 43	6	17	66
		Column % 7.3%	24.0%	6.1%	7.4%
	Minority groups have skills to offer	Count 34	0	6	40
		Column % 5.8%	.0%	2.2%	4.5%
	System is biased against change	Count 13	0	0	13
		Column % 2.2%	.0%	.0%	1.5%
	Leaders are representative enough	Count 0	5	41	46
		Column % .0%	20.0%	14.7%	5.2%
	Representative leaders help address issues/inequality	Count 38	0	11	49
		Column % 6.5%	.0%	3.9%	5.5%
	Minorities are not representative of broader community	Count 0	3	12	15
		Column % .0%	12.0%	4.3%	1.7%
	These things take time	Count 6	0	38	44
		Column % 1.0%	.0%	13.6%	4.9%
	Minorities might not want leadership roles	Count 8	0	10	18
		Column % 1.4%	.0%	3.6%	2.0%
	Lack of Canadian experience/qualifications	Count 7	1	6	14
		Column % 1.2%	4.0%	2.2%	1.6%
	Other	Count 16	0	28	44
		Column % 2.7%	.0%	10.0%	4.9%
	Unsure	Count 20	6	24	50
		Column % 3.4%	24.0%	8.6%	5.8%
Total		Count 589	25	279	893
		Column % 100.0%	100.0%	100.0%	100.0%



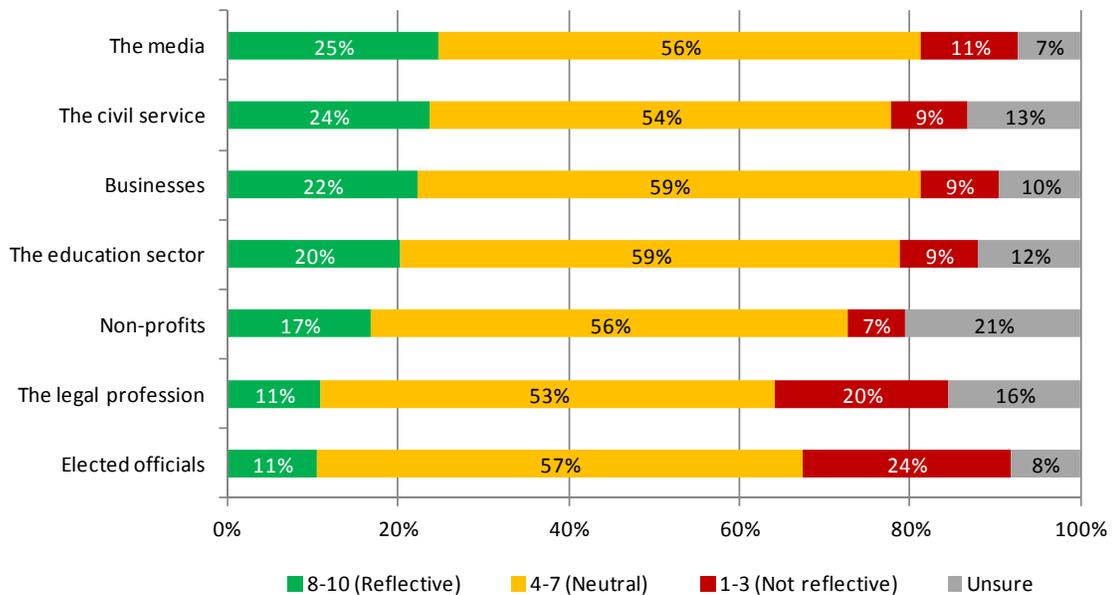
3.2 Perceptions of Leadership

Respondents were asked to rate how reflective of the GTA's visible minorities and under-represented immigrant groups they thought leadership was in key sectors that employ people in the GTA. Asked to choose one sector that should most reflect the diversity of the GTA's population, one in five said elected officials. Respondents were then prompted for their opinion on how reflective of the GTA's diversity leadership was in their own current or most recent workplace.

3.2.1 Key Sectors

[TELEPHONE] I'm going to read you a short list of sectors that employ people in the GTA. For each sector, I'd like you to tell me how you feel its leadership reflects the visible minorities and under-represented immigrant groups in the GTA's population. Please use a scale of 1 to 10, where 1 is not at all reflective of the GTA's population and 10 is very reflective.

[ONLINE] Below is a short list of sectors that employ people in the GTA. For each sector, please rate how you feel its leadership reflects the visible minorities and under-represented immigrant groups in the GTA's population. Please use a scale of 1 to 10, where 1 is not at all reflective of the GTA's population and 10 is very reflective.
(n=1,000)



A majority of respondents – between half and three in ten – gave neutral ratings of between 4 and 7 out of 10 in terms of how their leadership reflects the visible minorities and under-represented immigrant groups in the GTA. One in four respondents (24.8%) rated the media as reflective (an 8, 9 or 10 out of 10), while nearly the same number (23.7%) rated the civil service as reflective. Businesses were the next most likely sector to be rated as reflective, at 22.3%. The sector least likely to be rated as reflective of the GTA's visible minorities and under-represented immigrant groups was elected officials, at one in ten (10.5%). Respondents who were part of an under-represented immigrant group were more likely to rate the legal profession as reflective (23.7%) compared to respondents as a whole (11.0%), although half (50.1%) of those who identified as under-represented immigrants still rated the sector more neutrally. Respondents from an under-

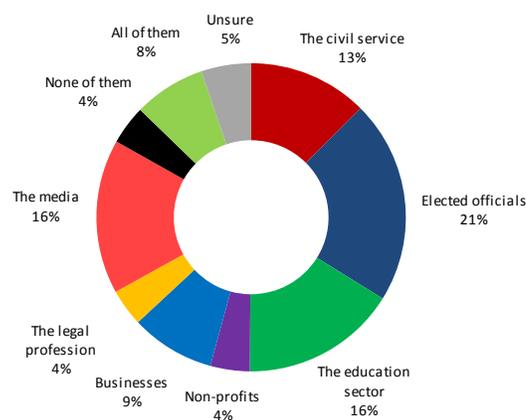


represented immigrant group were also more likely to see the media as reflective (34.3%) compared to respondents in general (24.8%).

This perception of elected officials was also seen in the focus groups, where more than half of all participants (52.5%) said elected officials were not reflective of the diversity of Toronto’s population, rating them a 1, 2 or 3 out of 10. Only one in ten focus group participants (10.0%) thought elected officials reflected Toronto’s diversity.

Elected officials were selected by one in five survey respondents (21.3%) when asked which sector, if any, should most reflect the visible minorities and under-represented immigrant groups in the GTA’s population. One in six respondents (16.3%) thought it should be the education sector, while nearly the same number (16.2%) said it should be the media. Women were more likely than men to say that the education sector should be the most reflective (21.1% vs. 11.4%).

Question – Thinking about the sectors you just scored, which one do you think should most reflect the visible minorities and under-represented immigrant groups in the GTA’s population, if any? Is it... (n=1,000)



In explaining the motivation behind their choice, one in three respondents (33.8%) who chose elected officials said that the sector should be reflective of the GTA.

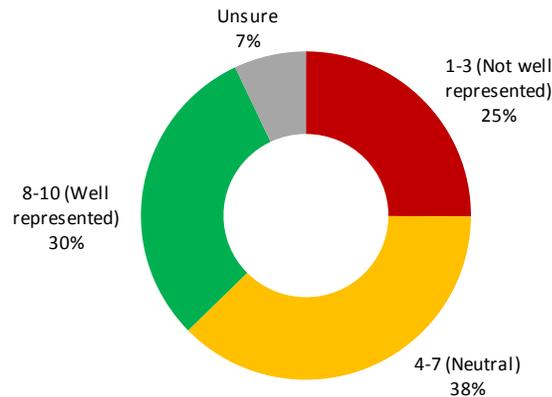
Among those who selected the education sector, half (51.5%) thought it would promote education and understanding of visible minorities and under-represented immigrant groups. Nearly half (45.4%) of those who thought the media should be the most reflective said that the media would have the most impact, and would be the most visible in terms of showing its reflective leaders to the broader GTA population.

			Question 32 – Thinking about the sectors you just scored, which one do you think should most reflect the visible minorities and under-represented immigrant groups in the GTA’s population, if any? Is it...									Total
			The civil service	Elected officials	The education sector	Non-profits	Businesses	The legal profession	The media	None of them	All of them	
Question 33 – Why do you have that opinion? [Open-ended]	Sector should reflect GTA	Count	33	72	13	4	8	11	9	3	19	172
		Column %	26.4%	33.8%	7.9%	9.5%	9.0%	27.5%	5.5%	7.5%	25.3%	18.1%
	Leadership roles should be merit-based	Count	2	1	1	0	2	1	1	18	3	29
		Column %	1.6%	.5%	.6%	.0%	2.2%	2.5%	.6%	45.0%	4.0%	3.0%
	Based on personal experience/observation	Count	11	4	9	8	8	9	16	1	6	72
		Column %	8.8%	1.9%	5.5%	19.0%	9.0%	22.5%	9.8%	2.5%	8.0%	7.6%
	It would empower people/create role models	Count	3	14	10	0	3	2	2	0	0	34
		Column %	2.4%	6.6%	6.1%	.0%	3.4%	5.0%	1.2%	.0%	.0%	3.6%
	It would have the most impact/be the most visible	Count	10	14	6	3	8	2	74	0	0	117
		Column %	8.0%	6.6%	3.6%	7.1%	9.0%	5.0%	45.4%	.0%	.0%	12.3%
	Sectors already have diverse leaders	Count	4	4	2	1	0	1	5	3	1	21
		Column %	3.2%	1.9%	1.2%	2.4%	.0%	2.5%	3.1%	7.5%	1.3%	2.2%
	Would promote education/understanding	Count	3	7	85	1	4	5	8	1	1	115
		Column %	2.4%	3.3%	51.5%	2.4%	4.5%	12.5%	4.9%	2.5%	1.3%	12.1%
	Diversity is important in all sectors	Count	1	9	6	1	4	2	3	4	26	56
		Column %	.8%	4.2%	3.6%	2.4%	4.5%	5.0%	1.8%	10.0%	34.7%	5.9%
	Best-placed sector to help minorities	Count	22	50	9	7	18	1	31	0	3	141
		Column %	17.6%	23.5%	5.5%	16.7%	20.2%	2.5%	19.0%	.0%	4.0%	14.8%
	Other	Count	21	20	7	7	21	4	6	5	8	99
		Column %	16.8%	9.4%	4.2%	16.7%	23.6%	10.0%	3.7%	12.5%	10.7%	10.4%
	Unsure	Count	15	18	17	10	13	2	8	5	8	96
		Column %	12.0%	8.5%	10.3%	23.8%	14.6%	5.0%	4.9%	12.5%	10.7%	10.1%
Total		Count	125	213	165	42	89	40	163	40	75	952
		Column %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%



3.2.2 In the Workplace

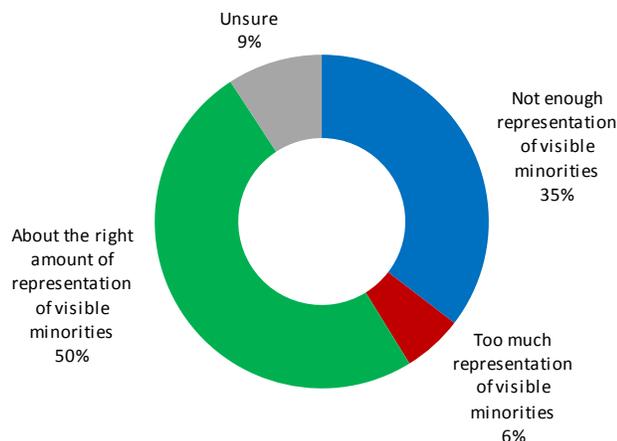
Question – Thinking about your current or most recent workplace, how well represented would you say that visible minorities and under-represented immigrant groups are among people in leadership roles? Please use a scale of 1 to 10, where 1 is not at all well represented and 10 is very well represented.
(n=1,000)



Respondents were divided when it came to assessing the representativeness of leadership roles in their own current or most recent workplace. Asked to rate how well represented visible minorities and under-represented immigrant groups were among people in these roles, nearly two in five (37.6%) gave a neutral rating of between 4 and 7 out of 10. Three in ten respondents (30.2%) said that these groups were well represented, although one in four (25.2%) said that they were not. The remainder (7.0%) were unsure.

Men (34.4%) and respondents aged 18–29 (36.9%) were more likely than women (26.2%) and those aged 60 and over (24.9%) to say that visible minorities and under-represented immigrant groups were well-represented in their workplace leadership.

Question – In your opinion, is this not enough representation of visible minorities, too much representation of visible minorities, or about the right amount of representation of visible minorities?
(n=1,000)



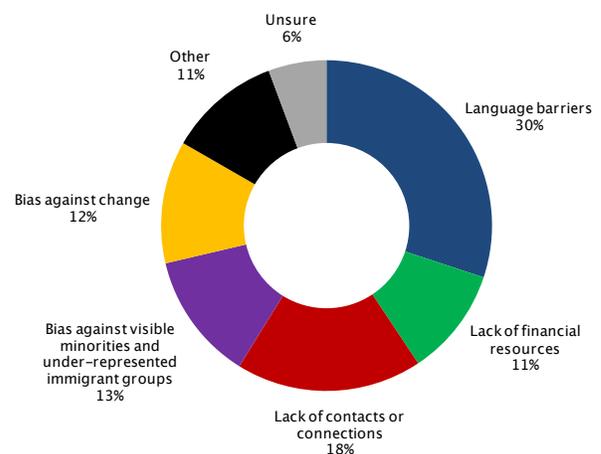
Half of respondents (49.6%) thought that this was about the right amount of representation of visible minorities, while more than one in three (35.4%) thought it was not enough. A small number (5.8%) thought it was too much, while nearly one in ten (9.2%) were unsure. Women were more likely than men to say that there was not enough representation of visible minorities among people in leadership roles in their workplace (42.4% vs. 28.3%). Respondents aged 50 to 59 were statistically the most likely to say there was about the right amount of representation of visible minorities in leadership roles in their workplace (57.9%).

3.3 Obstacles to Diversity in Leadership

To gauge perceptions on why more people from visible minorities and under-represented immigrant groups are not taking on leadership roles in the GTA, respondents were asked to choose what they thought was the single biggest obstacle from a list.

Nearly three in five respondents (58.9%) cited obstacles faced by people from visible minorities and under-represented immigrant groups themselves, such as language barriers (30.1%), a lack of contacts or connections (18.2%) or a lack of financial resources (10.6%). One in four (24.5%) thought the biggest obstacle was more systemic in nature, such as bias against change visible minorities and under-represented immigrant groups (12.5%) or bias against change (12.0%). Respondents who self-identified as part of an under-represented immigrant group were slightly more likely to see language barriers as the single biggest obstacle (36.7%).

Question – Of the following, what do you feel is the single biggest obstacle to more people from visible minorities and under-represented immigrant groups taking on leadership roles in the GTA? Is it...
(n=1,000)



Language barriers were also cited by a numbers of focus group participants when they were asked to identify obstacles. Also mentioned was a lack of knowledge or resources to run for leadership, and initial access to the job market for new Canadians with qualifications from overseas.

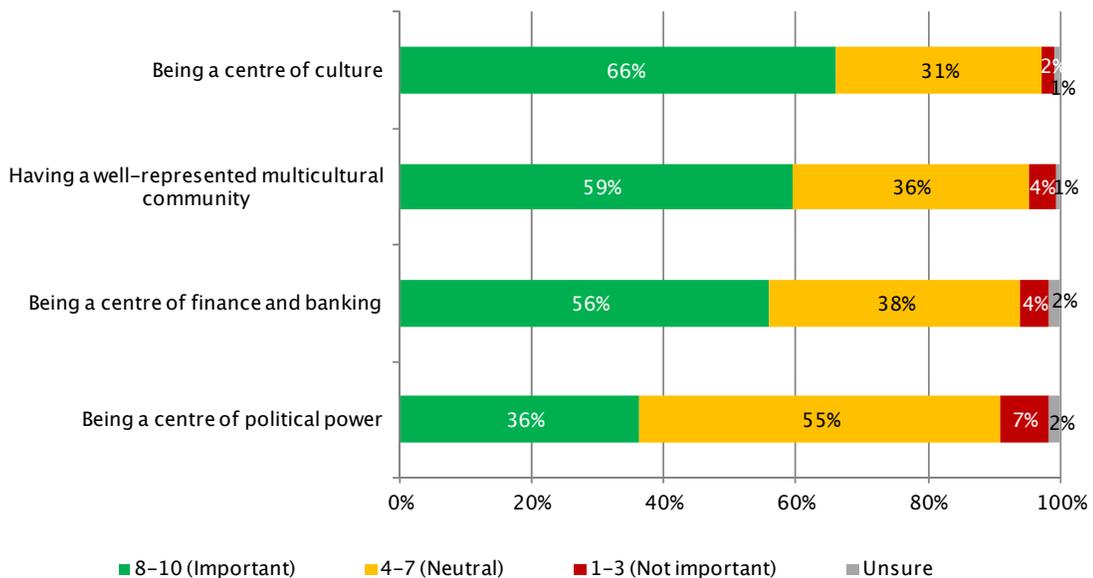


4.0 Looking Ahead

A critical part of the research was to explore perceptions of GTA residents on what the future of the region would look like. When asked to rate elements that make for a world-class city, respondents were most likely to rate being a centre of culture and having a well-represented multicultural community as important elements. Three in four respondents thought it likely or somewhat likely that people in leadership roles in the GTA would, in future, be completely reflective of the GTA's population, but nearly two in three thought that things should move faster.

4.1 Making a World-Class City

Please rate the importance of the following in terms of what makes a world-class city on a scale of 1 to 10, where 1 is not at all important and 10 is very important. (n=1,000)



When asked to rate the importance of a number of elements in terms of what makes a world-class city, two in three respondents (65.9%) said that being a centre of culture was important, rating it an 8, 9 or 10 on a scale of 1 to 10. Three in ten (31.1%) gave more neutral importance scores of between 4 and 7 out of 10, while only a small number (1.9%) rated being a centre of culture as not important (a 1, 2 or 3 out of 10). The remainder (0.9%) were unsure. Women (71.4%) were more likely than men (60.3%) to rate being a centre of culture as important. Responses were comparable among other subgroups.

Having a well-represented multicultural community was rated as important in terms of what makes a world-class city by three in five respondents (59.4%), and a further one in three (35.7%) rated it neutrally on importance. A handful (4.1%) thought it was not



important, and just 0.7 per cent were unsure. Women (68.1%) were more likely than men (50.6%) to rate having a well-represented multicultural community as important. Respondents who self-identified as part of a visible minority group (66.0%) or part of an under-represented immigrant group (62.9%) were somewhat more likely than those who did not self-identify as part of either (55.6%) to rate this as important.

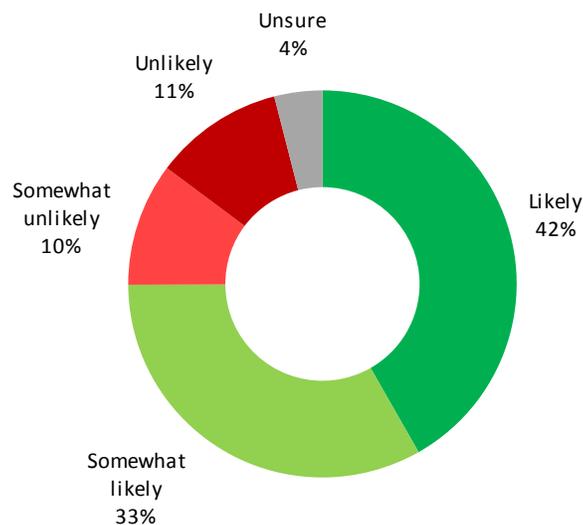
More than half of respondents (56.0%) rated being a centre of finance and banking as important to being a world-class city, while nearly two in five (38.0%) were neutral and just 4.3 per cent saw it as not important. The remaining 1.7 per cent were unsure. Respondents were more likely to give higher importance ratings the older they were; among those aged 18–29, half (49.1%) rated being a centre of finance and banking as important, while three in five (63.9%) of those aged 60 and over gave it the same rating.

More than half of respondents (54.8%) gave a neutral importance rating of between 4 and 7 out of 10 to being a centre of political power. More than one in three (36.3%) rated it as important, while less than one in ten (7.2%) saw it as not important. A handful (1.8%) were unsure. Responses were comparable across subgroups.

4.2 Completely Reflective Leadership

Looking to the future, a significant majority (75.0%) thought it likely (41.8%) or somewhat likely (33.2%) that people in leadership roles in the GTA will be completely reflective of the GTA's population. One in five (21.1%) thought it unlikely (10.8%) or somewhat unlikely (10.3%). A small number (4.0%) were unsure.

Question – Thinking about the future, do you think it likely, somewhat likely, somewhat unlikely or unlikely that people in leadership roles in the GTA will be completely reflective of the GTA's population?
(n=1,000)



Respondents aged 30 to 39 were the most positive about the future, with four in five (81.9%) thinking it likely (40.1%) or somewhat likely (41.8%) that GTA leadership roles would be completely reflective of the GTA’s population. Responses were consistent across regional, gender and background groups.

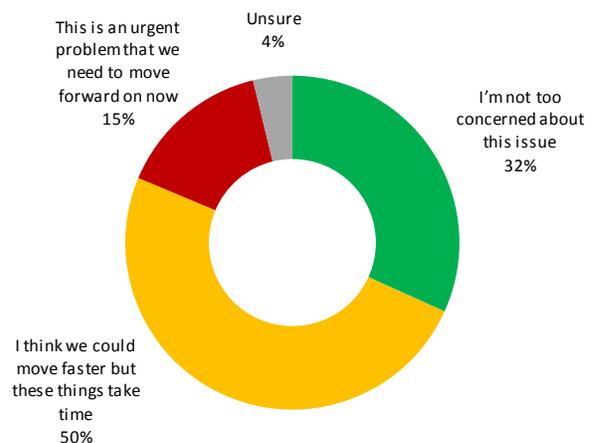
Asked when they thought people in GTA leadership roles will be completely reflective of the GTA’s population, the average response was 18.9 years. About one in eight (13.0%) were unsure, and a few (1.3%) said never.

Statistics	
N	857
Mean	18.9 years

In the focus groups, participants were also broadly optimistic about GTA leaders becoming more representative of the GTA’s population in the future. Participants generally saw leadership in Toronto becoming more diverse as time goes on, whether ten, twenty or fifty years from now. Asked what ideal leadership would look like in the future, participants saw leaders who were reflective of Toronto’s population at that time, and most found it unlikely that one particular group or ethnicity would dominate the GTA’s leadership landscape.

Lastly, survey respondents were prompted to select a statement that best reflected how they felt about the timeline they had just given. Nearly two in three respondents (64.5%) identified with statements that called for some degree of action on the issue of reflective GTA leadership. Specifically, half (49.6%) said that we could move faster, but that these things take time, while a further one in seven (14.9%) said this was an urgent issue that we needed to move forward on now. Three in ten respondents (31.8%) said they were not too concerned about the issue of reflective GTA leadership, and the remaining 3.8 per cent were unsure. Respondents who self-identified as part of a visible minority group were more likely to see the time it will take to have completely reflective GTA leadership as an urgent issue that we need to move forward on now (21.4%).

Question – Thinking about the amount of time you just said it would take for people in leadership roles in the GTA to be completely reflective of the GTA’s population, which of the following statements best reflects how this makes you feel? [ROTATE] (n=1,000)



Appendix A

Review of Prior Research



Review of Prior Research

DiverseCity retained Nanos Research in order to explore the views of Greater Toronto Area (GTA) residents on diversity in leadership and to understand the extent to which residents in the region perceive there to be benefits to diversity in leadership. One part of this engagement is a review of the research conducted to date by DiverseCity and other relevant organizations to develop content recommendations for the current engagement and future research. To follow are the key findings of the existing research, and preliminary recommendations on content for the focus groups and quantitative survey.

Key Findings

An initial review conducted by the Conference Board of Canada for DiverseCity in 2008 proposed a series of economic and social benefits to diverse leadership that have gone on to become a set of guiding principles for the DiverseCity project. These benefits are:

- Improved financial and organizational performance;
- Increased capacity to link with new global and domestic markets;
- Expanded access to global and domestic talent pools;
- Enhanced innovation and creativity; and
- Strengthened social cohesion and social capital.

(Source: Conference Board of Canada, 2008)

Much of the subsequent research commissioned for DiverseCity focuses on the demographics of people in leadership roles across key sectors in the GTA's five most diverse municipalities: Toronto, Mississauga, Brampton, Markham, and Richmond Hill. Sectors reviewed on an annual basis are elected officials, the education sector, the voluntary sector, the public sector, the corporate sector, and a sixth sector comprised of agencies, boards and commissions. Other key sectors, such as the media and the legal profession, have also been periodically profiled.

The annual DiverseCity Counts reports examine in detail the proportion of leaders in each sector who are visible minorities or come from under-represented immigrant groups, and compare these numbers to the proportion these groups hold in the GTA's population overall. Representative leadership levels have been measured by sector and by organization, and growth in representative leadership has been tracked over time. Best practices related to actively promoting diverse leadership have also been identified, focusing on tracking and reporting diversity levels in key roles. This research has produced some of the most eye-catching statistics at DiverseCity's disposal, including the fact that, as of 2011, only 14.5% of GTA leadership roles are held by people from visible minorities and under-represented immigrant groups, while these groups make up 49.5% of the overall population of the municipalities studied (source: DiverseCity: The Greater Toronto Leadership Project (2011)).



Complementing the longitudinal tracking, DiverseCity has commissioned academic research that takes an in-depth look at levels of diversity in leadership within specific sectors, namely elected official and candidates, non-profit board members, and suppliers to businesses. As with DiverseCity counts, these in-depth profiles look at how representative of the GTA's visible minorities and under-represented immigrant groups these sectors are, but also seek to make a business case for taking further action to grow diversity among leaders in the future. Recommendations for strategic action by organizations to increase representative leadership are laid out in each of these research pieces.

Overall, the existing research provides a detailed image of the extent to which visible minorities and immigrant groups are represented in leadership of key sectors in the GTA. It chronicles approaches taken by organizations within these sectors to increase representative leadership, and explores the positive impact felt at the organizational performance level of increased diversity in leadership. Public opinion research can add an important element to the mix of information available to DiverseCity as it moves forward – launching a broader discussion on the importance of diversity in GTA leadership to gauge public awareness of the current situation, as well as opinion on the perceived importance and urgency of the issue.

Preliminary Recommendations

1. Focus group discussion should be used to pilot broad themes and gauge initial response. Topics could include leadership in general, diversity in leadership and its perceived impact, perceptions of current leadership in the GTA, and expectations of GTA leadership in the future.
2. Quantitative research should seek to capture top-of-mind impressions on the perceived importance of diversity in leadership among GTA residents and how representative current leaders are of the city's population. Perceptions may be influenced by findings from previous DiverseCity research.
3. To compare perceptions against existing research, public opinion on the diversity of current leadership should be gauged for the same sectors that are examined in the annual DiverseCity Counts reports. Other potential areas to compare against the research include unprompted opinion on the perceived impact – both positive and negative – of diverse leadership.
4. Consider gauging opinion on the future of diverse leadership and its role in the GTA. What factors do GTA residents consider important in making the region a world leading city where people can thrive? Content could be developed to measure impressions on what the future of leadership in the GTA should ideally look like, and the amount of time it would take the region to reach that point. Ideally, content should seek to capture the public mood on this aspect of the GTA's future – whether they are optimistic or pessimistic, or their satisfaction with the pace of change.



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Appendix B

Methodology



Methodology

To explore the views of Greater Toronto Area (GTA) residents on diversity in leadership and to understand the extent to which residents in the region perceive there to be benefits to diversity in leadership, DiverseCity retained Nanos Research to conduct the following:

- a review of the research conducted to date by DiverseCity and other relevant organizations;
- a qualitative outreach to residents of Toronto and the GTA about issues related to diversity in leadership;
- a hybrid telephone–online quantitative survey of residents of Toronto and the GTA about issues related to diversity in leadership; and
- a draft media narrative to inform the explanation of the importance of the research.

Research Review

Nanos Research reviewed 14 research documents about issues related to the DiverseCity project. All research materials were provided by DiverseCity.

Qualitative Research

On March 1st and 2nd, 2013, Nanos Research conducted a qualitative outreach to residents of Toronto and the GTA about issues related to diversity in leadership. The outreach consisted of four focus groups lasting 120 minutes each, held in Toronto, as follows:

- Toronto Residents (March 1st, 2013): 2 groups
- GTA Residents (March 2nd, 2013): 2 groups

Recruitment for the focus groups was conducted randomly, based on a screening questionnaire developed by Nanos Research and approved by DiverseCity. All participants received a \$75 cash incentive.

Readers should note that the findings of qualitative research cannot be projected to the populace or to a group, but do provide an understanding of the potential context and nuance of opinion.



Quantitative Research

Between April 10th and 22nd, 2013, Nanos Research conducted a random survey of 1,000 GTA residents. The sample included 500 telephone respondents and 500 RDD Crowdsourcing online respondents. The margin of error for a random survey of 1,000 GTA residents is 3.1 percentage points, plus or minus, 19 times out of 20.

For each track of the research, the sample of 500 respondents was stratified geographically to ensure proper representation across the five regions of the GTA (Durham, York, Peel, Halton and the City of Toronto). Readers should note that just over half (56.8%) of the sample came from regions of the GTA using the 905 area code, while the remaining two in five (43.2%) were residents of the City of Toronto, which uses the 416 area code.

Within the sampling universe, potential respondents were randomly selected to participate in the study. All selected members of the sampling universe for the telephone survey who were not available were called back five (5) times. Percentages may not add up to 100 due to rounding.

Ten percent of the fieldwork was monitored as part of the firm's quality and data integrity procedures. Survey results were weighted so as to identify the perceptions of Canadians in the GTA within reliable and acceptable statistical margins of accuracy.

