



DiverseCity

THE GREATER TORONTO
LEADERSHIP PROJECT

DIVERSECITY COUNTS

2

A Snapshot of Diverse Leadership in the GTA

2010

The second annual research report measuring diversity among leaders with a new focus on the media

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

THE DIVERSITY INSTITUTE in Management and Technology
Ted Rogers School of Management, Ryerson University
www.ryerson.ca/diversity

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A Snapshot of Diverse Leadership in the GTA

The second annual research report measuring diversity among leaders with a new focus on the media

May 2010

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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, not-for-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 leadership fuels organizational effectiveness and prosperity

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

Ensuring that the leadership of the region reflects the population's diversity has important social and economic implications for the GTA, because diversity in leadership:

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

Change is slow but moving in the right direction

To determine whether the region's leadership reflects the diversity of its population, DiverseCity Counts measures on an annual basis the number of visible minorities in leadership positions in elected office, the public sector, the corporate sector, agencies, boards, and commissions, the voluntary sector, and the education sector. Last year the research found that 13.5% of the 3,256 leaders examined were visible minorities, compared with 49.5% of the general population in the area under study. This year the same institutions were examined and it was found that of a total of 3,348 leaders, just 469 (14%) are visible minorities. This represents a subtle if modest improvement. Here are a few notable differences:

- Among public servants, 9.4% are visible minorities, up from last year (8.1%);
- The proportion of visible minorities sitting on agencies, boards and commissions increased from 18.6% last year to 22.3%;
- Ontario agencies, boards and commissions show the largest one-year increase, from 10.6% to 14.5% visible minority leaders;
- City of Toronto agencies, boards and commissions demonstrate the best results overall with an impressive 33% visible minority leaders;
- Agencies, boards and commissions are the most diverse sector examined (the education sector led in 2009); and
- The corporate sector remains the least diverse.

There are organizational trailblazers and laggards in each sector

This year, the research dug deeper into the data to better understand the extent to which some organizations have made diversity a priority. DiverseCity Counts found that:

- 21.9% of all the organizations examined have more than 20% of their leadership who are visible minorities;
- 80% of university boards of governors and 83.3% of college boards of governors have more than 20% visible minorities; and
- Most municipalities are represented by at least one representative who is a visible minority.

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

This gap between high and low performers is interesting because it reinforces the importance of examining the practices of successful organizations in each sector in order to promote learning between organizations.



Media leadership mirrors corporate sector leadership

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

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

As in the corporate sector generally, visible minorities are under-represented on boards and among senior executives of large media corporations. Of the 289 leaders examined, there are 14 or 4.8% visible minorities. In general, broadcast companies in this study had slightly higher levels of representation, likely because they are subject to the federal Employment Equity Act and because tracking diversity is a condition of their CRTC licenses.

Table 1. Summary data: visible minorities in leadership

	Visible minority sector average 2009	Visible minority sector average 2010
Elected officials	16.1%	15.4%
Public sector	8.1%	9.4%
Corporate sector	4.1%	4.1%
Voluntary sector	12.8%	12.5%
Education sector	19.8%	19.9%
Government agencies boards and commissions	18.6%	22.3%
Total	13.5%	14.0%

Table 2. Visible minority media decision makers

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

Table 3. Visible minority representation in the media

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

News coverage provides opportunity for media to diversify

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

However, it is not all bad news. Online media and ethnic media, in particular, are providing new opportunities to broaden representation. The research also found that there are a number of simple and cost-effective ways that media can diversify their news content. These include for example updating stock photography, identifying experts from diverse backgrounds by using databases such as DiverseCity Voices, and recognizing how diversity can strengthen journalism.

The findings from this study reinforce the fact that organizations across sectors have an opportunity to increase diversity in leadership. It also provides insight into simple strategies to advance this goal.

INTRODUCTION

The project

DiverseCity: The Greater Toronto Leadership Project is an initiative of Maytree and the Toronto City Summit Alliance which seeks to diversify the leadership of the Greater Toronto Area (GTA) so that organizations can better reflect the population that they serve. DiverseCity Counts is one of eight initiatives of this project.

DiverseCity Counts is based on research by Ryerson University's Diversity Institute which examines, on an annual basis, the number of visible minorities in leadership positions in the GTA. The intention is to create a snapshot of the region's progress, and to identify good practices in diversity in leadership so that organizations may emulate this behaviour. DiverseCity Counts is a three-year project (2009 – 2011).

This report is the second in the series. It updates the findings from last year, which examined diversity in leadership in elected office, the public sector, the corporate sector, agencies, boards, and commissions, the voluntary sector, and the education sector. It also takes a new and unique look at the diversity of media leadership and coverage in the GTA.

Context

The GTA is one of the most diverse regions in the world. Almost half (44%) of GTA residents were born outside of Canada, compared to 16% of the Canadian population as a whole, and 40% of the population are visible minorities (Statistics Canada, 2008). By 2031, visible minorities will be the visible majority in Toronto comprising 63% of the population in the Toronto census area (up from 43% in 2006) (Statistics Canada, 2010). As a result of these demographics, ensuring diversity in leadership is a social and economic imperative.

The benefits of diverse leadership

The business case for diversity has been well-documented. Having leaders that represent the communities or customers that they serve and

the employees that they lead has been tied to organizational performance and success in a number of ways.

Diversity in leadership supports improved financial and organizational performance

Several studies have suggested a link between diverse leadership and organizational financial performance (Conference Board of Canada, 2008). A recent study of Fortune 500 firms showed a positive relationship between board racial diversity and both firm reputation and innovation (Miller and Triana, 2009).

Diversity in leadership provides access to new domestic and global markets

Diverse leaders may bring new understanding and access to global markets as well as growing ethnic domestic markets (Gandz, 2001).

Diversity in leadership helps organizations attract and retain the best talent

Diverse leadership within organizations is more likely to attract and retain a diverse workforce. Senior executive commitment to diversity is linked to employee commitment to the organization (Hopkins et al., 2001), reduced turnover intentions (McKay et al., 2007) and higher levels of engagement and satisfaction. Within organizations, role models play a significant role in promoting the advancement of under-represented groups, including visible minorities and women (Kilian et al., 2005) by shaping the aspirations of employees.

Diversity in leadership supports creativity in decision making

Racially and culturally diverse teams are more likely to “think outside of the box” and come up with innovative solutions to challenges. Diverse senior executive groups generally produce superior outcomes (Dalton, 2005). Companies such as Xerox Canada have shown that innovation is linked to having diverse teams (Smith, 2007).

Diversity in leadership also promotes social inclusion

Diverse leadership signals opportunities for people within organizations and has an impact that extends well beyond the boundaries of a specific organization, shaping the hopes of young people. For example, the election of Barack Obama to the Presidency of the United States resounded around the world. Although it is too early to assess the long-term impact of the ascendance of this one leader, the anecdotal evidence is strong: “I’m so grateful to finally have a living role model someone who is like me, someone who inspires me to be better” (Interestedone, Toronto Star, 2009).

Benefits of diverse leadership in the media

As in other sectors, there is evidence to suggest that diversity in leadership in media corporations contributes to innovation, access to markets and social inclusion. However, given the media’s powerful influence on the public perception of leadership, diversity in media coverage is also important. Previous research has shown that representation in the media, particularly on news and other agenda-setting programming, has a profound impact on notions of leadership and authority. Major studies have focused on the lack of representation and also misrepresentation of visible minorities (Mahtani, 2001) and demonstrated the tendency of media to focus on particular stories (for example, crime) and to reinforce mostly negative stereotypes about visible minorities (Fleras and Kunz, 2001; Henry, 1999) while ignoring them in stories about “everyday life” (CAF, 1992; MacGregor, 1989; Wyckham, 1983). This negatively affects notions about who “belongs” (Bullock and Jafri, 2001). Ensuring that media representation more appropriately reflects the contributions of visible minorities in general and visible minority leaders in particular is essential to achieving the benefits of diverse leadership outlined above.

Media representation affects identity formation among minority groups. Having positive role models sends strong signals to visible minority youth about what they can become (Gist, 1990; Kelly, 1998; Wilson and Gutierrez, 1985). While interplay between media and audience is complex and the creation of audience depends, in part, on the pre-existing attitudes of the audience (Jhally & Lewis, 1992), there is little doubt that “representation and reality are concepts that determine and are determined by each other” (Kelly, 1998). Ethnic minorities in Canada who do not see themselves mirrored in the mainstream media feel marginalized (Jiwani, 1995) and there is little doubt that media portrayals are noticed.

One survey found that over half of the ethnic minorities surveyed felt they were either ignored or treated like foreigners in daily newspapers (Goldfarb, 1995). On the other hand, presenting diverse voices promotes inclusion in shaping the future of the country and promotes a sense of belonging (Fleras and Kunz, 2001). Not only is representing the community for broadcasters a condition of licensing, from a business perspective, there is growing evidence that “getting this right” can translate into higher audience numbers and revenues as the experience of CBC Radio One’s Metro Morning, described later in this document, demonstrates.

There is evidence to suggest that representation is affected by the ownership and structure of the media. While the goals of journalism are to provide balanced, objective and impartial news coverage, decisions are made by journalists and editors on a regular basis about which stories and “experts” to include or exclude (Jiwani, 1995).

The background and attitudes of individual journalists can also influence how they cover the news. Journalists are still largely bound by the dominant cultures and structures within which they operate (Fleras, 2004; Winter, 1997) and tend to adopt embedded prejudices, stereotypes and populist frames of thinking. Some researchers (Miljan and Cooper, 2003) contend that the background and attitudes of individual journalists primarily influence how they cover the news while others argue that the representation of visible minorities by mainstream news media is systemic and structural. However, journalists and scholars have argued that more inclusive newsrooms will lead to more inclusive, more accurate news coverage (Pritchard and Brzezinski, 2004). Although there is limited research on this point, it seems logical that reporters, editors and producers with diverse backgrounds are more likely to “see” news in different ways and have access to a wider range of stories and sources.

Overall, the benefits of diversity in the media are:

- Diversity in leadership among decision makers in the newsroom allow the media to connect to a broader and growing audience; there is evidence that this could have a positive effect on readership/viewership and the media’s bottom line.
- Diversity in the newsroom may lead to stories that are more representative of people and viewpoints, producing more accurate and inclusive journalism.
- The media play a powerful role in shaping public perceptions of who is a leader in all segments of society. Diversity in the representation of expert opinion in media coverage has the potential to encourage diversity in leadership.
- Using diverse experts and sources to comment on all issues in the news enable the media to better reflect a diverse community.
- The media shape the aspirations of those who may one day become leaders.
- Diversity in media coverage encourages civic engagement, promotes social cohesion and avoids the proliferation of negative stereotypes which could constrain or marginalize the population.

Project scope

This project assesses the level of the representation of visible minorities in leadership roles in the GTA over a three-year period.

While the GTA includes 25 municipalities (see Appendix 1), for the purposes of this study, the research focused primarily on those with the highest percentage of visible minorities –Toronto, Brampton, Mississauga, Markham and Richmond Hill. Together, they account for just under four million people or 72.5% of the GTA’s population, 49.5% of whom are visible minorities.

Within this geographic area, the study focused on six sectors representing large, well-defined, highly-visible, and major employers in the GTA. Specifically, the research focused on elected officials, appointments to agencies, boards and commissions, and on leaders in the public, corporate, voluntary and education sectors.

This year the study took a closer look at part of the corporate sector – the media. It examined the media’s corporate leadership as well as the decision makers shaping newsgathering and production. It also examined a snapshot of the content of selected papers and news broadcasts during a “constructed week” – a widely-used system of selecting non-consecutive days for analysis.

The study has used the term “visible minorities” as defined in Canada’s Employment Equity Act: “persons, other than Aboriginal Peoples, who are non-Caucasian in race or non-white in colour” (Department of Justice Canada, 2009). This would include, for example, those who are of Chinese, South Asian, Black, Filipino, Latin American, Southeast Asian, Arab, West Asian, Korean, Japanese or mixed ancestry.

Methodology

There are different approaches to tracking diversity in leadership positions. This study relied primarily on published information to identify leaders and their demographic profiles. Because this approach relies on information that is in the public domain, it can be verified more easily than survey data that is potentially non-representative.

Three researchers, who were trained on the Statistics Canada definition of visible minorities, independently examined captioned, publicly-available data to determine if the leaders included in this study were visible minorities. All data were coded twice and inter-coder reliability exceeded 95%. When there was any uncertainty or differences of opinion, another coder reviewed the data.

When organizations under study did not publish information about their senior executives and boards of directors or the demographic information was not available or ambiguous, publicly available data was supplemented with surveys and interviews.

Given the critical importance of representation in the news media, the study used well-established research techniques to analyze a snapshot of news coverage in leading papers and news television broadcasts. In newspapers photos of people linked to stories and columnists were examined. In broadcast television, the study looked at hosts, on camera reporters, “experts” and people in background stories. A more detailed discussion of these methods is presented in subsequent sections of this report.

The study supplemented the quantitative analysis with qualitative studies of people, organizations and emerging trends. This report includes brief profiles on Canadian organizations that had the highest percentage of visible minority representation in each of the sectors. The report also includes brief profiles of 11 individuals who are trailblazers and who have provided comments on their contributions as leaders.

UPDATE ON DIVERSE LEADERSHIP IN THE GREATER TORONTO AREA

Year two findings

To update the findings from last year, 3,348 leadership positions in elected office, the public sector, the corporate sector, agencies, boards, and commissions, the voluntary sector, and the education sector were re-examined. The findings suggest that change in the region is slow, but moving in the right direction. It was revealed that just 469 (14%) of leaders are visible minorities, compared with 49.5% of the population in the area under study. This is marginally more than 2009 results which found 13.5% of the 3,256 leaders examined were visible minorities. This section describes the study's findings in each sector in more detail.

Elected officials

Methodology

This study analyzed the profile of elected officials in Toronto, Brampton, Mississauga, Richmond Hill and Markham, the municipalities with the highest proportion of visible minorities in the GTA. It focused on elected officials in school boards, city councils, provincial legislature and federal parliament.

Of the 227 elected officials analyzed, 20.9% of school board trustees, 22.9% of MPPs, 14.3% of MPs and 8.9% of municipal councillors are visible minorities.

Findings

This year 15.4% of elected officials in the targeted municipalities are visible minorities, compared to 49.5% of the population in the communities selected or 40% across the GTA. Although there have been no general elections at the municipal, provincial or federal level, there was a slight decline from last year (16.1%) owing to the addition of four white city councillors and the departure of one who is a visible minority (see Table 4).



Table 4. Visible minorities in elected office

Elected office	2009 Total number	2010 Total number	2009 Analyzed	2010 Analyzed	2009 % Analyzed	2010 % Analyzed	2009 VM	2010 VM	2009 % VM	2010 % VM
School board trustees	67	67	67	67	100%	100%	14	14	20.9%	20.9%
Municipal council	87	90	87	90	100%	100%	9	8	10.3%	8.9%
Federal Members of Parliament	35	35	35	35	100%	100%	5	5	14.3%	14.3%
Members of Provincial Parliament	35	35	35	35	100%	100%	8	8	22.9%	22.9%
Total elected officials	224	227	224	227	100%	100%	36	35	16.1%	15.4%

Leadership in ACTION



Michael Chan

Member of Provincial Parliament (Markham-Unionville);
Minister of Tourism and Culture

Michael Chan emigrated from Hong Kong 40 years ago and worked industriously to build his future. He opened his own business, an insurance brokerage, in 1995, growing the company to 30 employees and hundreds of agents. Minister Chan was also active in the community and a member of the Markham Board of Trade. In 2008 he began a new phase of his career when he was elected to the Ontario legislature and, soon after, joined the Ontario Cabinet as Minister of Revenue. He subsequently held the portfolio of Minister of Citizenship and Immigration and more recently became Minister of Tourism and Culture. Minister Chan's record of leadership draws on his personal experience as an immigrant to Canada, as a business leader

and as a Minister. Understanding the importance of supporting the integration of new Canadians, he significantly expanded the Province's bridge training programs that assist newcomers with economic integration to maximize the benefits of immigration. As a political leader who is also a visible minority, Minister Chan is an obvious role model.

"As a visible minority, I have the added benefit of seeing the world through the eyes of individuals from all walks of life, from various countries, speaking many languages. This is a definite strength in public life where day-to-day decisions we make affect all Ontarians."

Public sector leaders

Methodology

To ensure comparability with last year, the study focused on the senior most public servants in municipalities and provincial governments. Specifically, it considered the Executive Committee in municipalities (typically the Chief Administrative Officer, City Manager, Deputy City Manager, and Commissioner), police executives (chiefs and deputy chiefs) as well as deputy ministers and assistant deputy ministers in the Province of Ontario.

Findings

Overall in this category there was an increase over last year – from 8.1% to 9.4%.

Visible minorities are only 2.9% of the executive committee members in the municipalities considered compared to 3.6% last year but this may be the result of an increase in the sample (34 versus 28) rather than an absolute change. Given the addition of a second visible minority deputy police chief, the proportion of police executives doubled to 15.4% over last year. Close to 11% of provincial deputy ministers and assistant deputy ministers are visible minorities compared to 9.6% last year.

Table 5. Visible minorities in public sector leadership

Public sector leaders	2009 Total number	2010 Total number	2009 Analyzed	2010 Analyzed	2009 % Analyzed	2010 % Analyzed	2009 VM	2010 VM	2009 % VM	2010 % VM
Total municipal and regional executives	39	39	28	34	72%	87%	1	1	3.6%	2.9%
Total police executives	12	13	12	13	100%	100%	1	2	8.3%	15.4%
Total assistant and deputy ministers	149	150	83	92	56%	61%	8	10	9.6%	10.9%
Total public sector leaders	200	202	123	139	62%	69%	10	13	8.1%	9.4%

The logo for the Toronto Police Service, featuring the words "TORONTO POLICE SERVICE" in a bold, sans-serif font, stacked vertically and enclosed within a circular border.

TORONTO POLICE SERVICE

The Toronto Police Service is the largest municipal police service in Canada with over 7,900 employees. It also has the highest rate of visible minority representation in its senior command: two of four deputy chiefs are visible minorities. The process of moving diversity forward occurred over a number of years under the leadership of the Chief, Bill Blair and the Toronto Police Services Board Chair, Dr. Alok Mukerjee.

In 2006, the Toronto Police Service established a Diversity Management Unit to oversee diversity management training, human rights issues, and a diversity policy and procedure review at the Service. The Unit's mandate is to develop a more inclusive workplace environment for members of equity groups throughout the Toronto Police Service. Diversity training is also mandatory for all civilian officers, and includes human rights, religious and cultural awareness, and issues related to aboriginal, disabled and lesbian, gay, bisexual, and transgender (LGBT) employees. While change is challenging, particularly in a large and largely unionized environment, the Toronto Police Service sets targets and sticks to them. The process is data-driven – the Toronto Police Service reviews and updates the number of employees from target groups on a monthly basis – and uses the data to help hiring managers plan, amend and evaluate their recruitment strategies.

The Toronto Police Service has successfully increased the number of new recruits from under-represented groups, thanks to a number of diversity recruiting initiatives. To promote a career in policing to members of Toronto's diverse communities, the Service established a recruiting coalition made up of employees from Chinese, Japanese, South Asian, Black, Somali, Jewish and LGBT groups. Officers participating in the Service's in-house "Ambassador Program" promote the Toronto Police Service as an employer by staffing recruitment booths at various cultural community events and celebrations throughout the year. The Service has also recently launched an aggressive recruitment campaign to encourage more women to consider a career in policing. As part of this campaign, women candidates can enrol in a special preparatory workshop designed to help them improve their chances of successfully completing the physical fitness standards set by the Ontario Association of Chiefs of Police. The makeup of a recent graduating class shows that diversity recruitment efforts are working – nearly 20% of the Service's new recruits were women, while fully one-third were members of visible minority groups. The Toronto Police Service was selected as one of Canada's Best Diversity Employers in 2008, 2009, and 2010.

Mo Lewis

Commissioner
of Finance and
Treasurer,
City of Brampton



Mo Lewis is an accomplished finance professional with more than 25 years of municipal government experience and is currently the Commissioner of Finance and Treasurer of the City of Brampton. As a visible minority, Mr. Lewis occupies one of the most senior roles in a GTA municipal government. His previous experience in municipal finance in senior management roles include: City of Toronto (Director of Accounting), Town of Oakville (Director of Finance and Treasurer), Town of Lakeshore (Chief Administrative Officer) and Town of LaSalle (Treasurer/Chief Financial Officer). Mr. Lewis also attained his Chartered Accountant designation while articling with the public accounting firm of Deloitte, Haskins and Sells. He is a Certified Municipal Officer and Accredited Municipal Clerk Treasurer.

“Growing up in Windsor, Ontario posed many challenges. However, these experiences also provided a strong basis for understanding that effective leadership requires strong will and determination. Being an effective leader means knowing how to relate to people at all levels of an organization to earn their confidence and trust and demonstrate to them that you are all contributing to a common goal and that what they do adds value. I believe that a major key to my success is leading by example. By following these principles I feel that people judge and relate to me based on my ability and professionalism and not the colour of my skin.”



Patricia Li

Assistant Deputy
Minister, Ministry
of Health and
Long-Term Care

Patricia Li is the Assistant Deputy Minister, Direct Services Division, Ministry of Health and Long-Term Care. Prior to this health care portfolio, she was the government’s Interim Advisor with the Royal Botanical Gardens, modernizing Canada’s largest botanical garden. Since 2007 she has also served as a director at the Ontario Pension Board which administers a defined benefit pension plan serving more than 70,000 members and pensioners with over \$16 billion in assets.

Ms. Li has been promoting diversity throughout her career in the Ontario Public Service (OPS). In 2006, she was appointed as the executive lead to initiate a multi-year plan to implement accessibility standards and best practices under the Accessibility for Ontarians with Disabilities Act (2005) across the OPS, which led to the establishment of the OPS Diversity Office. She is one of the executive sponsors with the East Asian Network Group – an employee network within the Ontario Public Service. She was a member of the Council on Inclusive Work Environment with the Conference Board of Canada and is a member of the Women’s Executive Network.

“My approach to leadership is twofold. I think that it is important to learn from every encounter for continuous growth as an individual and to make sure that I am supported by a network of friends, colleagues and family. As a leader in an organization or the community, it is necessary to have a keen eye for talent, spend the time to coach and mentor other leaders, and always respect the work of others around you. I think that to be a true leader, it is necessary to demonstrate these aspects through your actions so that others can identify and feel your excitement.”

Corporate sector leaders

Methodology

To select companies in this sector, last year this study identified the largest companies headquartered in the GTA based on the revenue reported in the Financial Post 500. This year the same companies were examined to ensure consistency (Appendix 2). For each company both boards of directors and senior executives were considered. Data for four companies found last year were not available this year.

Findings

Visible minorities are 4.1% of corporate sector leaders in 2010, the same as in 2009. Representation in senior executive roles declined slightly (4.8% compared to 5.4% in 2009). Board member diversity increased slightly (3.3% compared to 2.8% in 2009).

This year the data was examined more closely and it was found that the average number of visible minorities masks huge disparities. Of the 52 companies analyzed, six (11.5%) have executives where 20% or more are visible minorities. And for five of the 52 companies (9.6%), more than 20% of board members are visible minorities. In contrast, for 40 of the 52 companies, 76.9% have no visible minorities on their boards and 36 of 52 (69.2%) have no visible minorities among their top executives.

Table 6. Visible minorities in corporate sector leadership

Corporate sector leaders	2009 Total number	2010 Total number	2009 Analyzed	2010 Analyzed	2009 % Analyzed	2010 % Analyzed	2009 VM	2010 VM	2009 % VM	2010 % VM
Boards of directors	546	520	472	458	86%	88%	13	15	2.8%	3.3%
Senior management	549	546	521	505	95%	92%	28	24	5.4%	4.8%
Total corporate sector leaders	1,095	1,066	993	963	91%	90%	41	39	4.1%	4.1%

CANADA'S FINANCIAL SECTOR

What gets measured gets done

Canada's financial sector is federally regulated and as a result it is subject to the federal Employment Equity Act. Since 1986 all banks have been tracking and reporting on the composition of their workforce and their diversity initiatives. The results are impressive. An analysis of employment equity data since 1987, the first year data was released, shows

substantial increases in the representation of women, persons with disabilities and visible minorities in leadership positions.

According to publicly available data there has been a dramatic upward trend in the representation of visible minorities in the overall workforce and in leadership positions across Canada's financial sector. Some banks have almost tripled representation in senior roles in less than a decade.

(continued)

CANADA'S FINANCIAL SECTOR

(continued)

Levels of representation in senior roles in some banks exceed 12%, well above the corporate sector average. Financial services companies have taken a long-term, integrated approach to develop the talent pipeline and to signal their commitment to diversity.

All the banks have leaders who have taken a strong stand on this issue. For example, Ed Clark, President and CEO of TD Bank Financial Group states: "We want our organization to be a place that's supportive of all our employees – a place where differences are celebrated and supported, and where every employee has the opportunity to fulfil his or her potential. We also want TD to be a place where customers can see themselves reflected in our workforce – that way they'll feel more comfortable doing business with us." Royal Bank of Canada (RBC)'s President and CEO Gordon Nixon takes a similar stand on diversity in stating that "Every employee brings his or her unique talents, experiences and perspectives to the workplace. True diversity isn't just a matter of having a strong representation of various groups, but of tapping into the full spectrum of ideas and abilities that people at RBC possess."

Similarly, many of the banks adopted practices aimed at attracting and retaining highly qualified visible minority leaders.

For example, since 2005 RBC has focused on increasing visible minority representation in both senior level and pipeline positions (Catalyst, 2010). They offer workshops and programs including Business Excellence through Diversity, Building Cross-Cultural Competence, and RBC's Diversity Dialogues mentoring program, which aim to support employee learning and advancement within the organization.

The Bank of Montreal (BMO) implemented Talent Roundtables and succession planning which place a focus on the development of potential leaders and emerging executives within the organization.

Similarly, TD Bank Financial Group offers leadership events, networking programs, group mentoring, career coaching, internal training and external learning to increase visible minority representation in senior management and middle management positions. It has also recently launched a program to build financial literacy and knowledge of financial services careers among under-represented groups.

Scotiabank's initiatives include Financial Services Connections, a program designed for internationally trained professionals who are seeking work in Toronto's financial sector. This program offers training and information about job search strategies and preparation for individuals interested in writing the Canadian Securities Course exams. Scotiabank also participates in a mentorship program that works to bring skilled immigrants together with established professionals in the sector.

Finally, the Canadian Imperial Bank of Commerce (CIBC) has partnered with Career Bridge, a Canadian organization that offers paid internships to internationally trained immigrants, and also participates in The Mentoring Partnership (CIBC, 2010), both of which help to encourage the advancement of visible minorities through its pipeline.

Other strategies used in the financial sector to increase the representation of visible minorities in leadership roles include: a clearly articulated business case, strong senior leadership, transparent measurement and tracking, advanced human resources policies, attention to the pipeline that feeds the talent pool and "mainstreaming" diversity throughout the organization, in everything from procurement to product development and customer service. Finally, the banks communicate their commitment to diversity externally as well as internally, recognizing that it is good for business.



Sarabjit (Sabi) S. Marwah

Vice-Chairman and Chief Operating Officer,
Scotiabank

Sabi Marwah's responsibilities as Vice-Chairman and Chief Operating Officer include Audit, Finance, Corporate Insurance, General Counsel, Global Transaction Banking, Information Technology & Services, Investments, Real Estate, Scotia Economics, Securities Operations and Shared Services. Mr. Marwah joined Scotiabank in Toronto as a financial analyst in the bank's Finance Division in 1979. Over the years, he held successively more senior positions. He was appointed Chief Financial Officer in 1998 and Senior Executive Vice-President and Chief Financial Officer in 2002. During his tenure in finance, he was also responsible for several functions outside the Finance Division, and was actively involved in many of the bank's strategic decisions, including acquisitions both in Canada and internationally. He became Vice-Chairman and Chief Administrative Officer in 2005, and was appointed to his most recent position in October 2008.

Mr. Marwah is active in the community, a member of the Board of Trustees of The Hospital for Sick Children and Cineplex Entertainment, and of the Board of Directors of the C.D. Howe Institute and several Scotiabank subsidiaries. He was a member of the United Way Cabinet in 2008 and 2009, and Past Chair of the Humber River Regional Hospital. He was awarded the Queen's Golden Jubilee Medal for his contributions to Canada. Sabi earned an undergraduate Honours degree in Economics, a Master's degree in Economics, and a Master of Business Administration (Finance) from the University of California, Los Angeles.

"The diversity and breadth of my background has certainly helped me better understand and manage issues in an increasingly global world."

Voluntary sector leaders

Methodology

In the voluntary sector, the study focused on the board of directors and senior executives in 20 of the largest charities and foundations located in the GTA based on revenue. Ethno-cultural foundations and charities were excluded because they tend to be dominated by the ethnic and cultural groups they represent; on the advice of experts, they were removed from the list. This year the study analyzed the same foundations and charities as in 2009 in order to ensure continuity and identify differences (Appendix 3).

Findings

Among the organizations analyzed, there was a significant increase in the proportion of visible minorities among senior executives (15.5% compared to 8.5% in 2009). On the other hand the proportion of visible minorities on boards decreased slightly (11.9% compared to 13.7% in 2009). Overall there was a slight but insignificant decline: 12.5% in 2010 compared to 12.8% in 2009 (Table 7).

Additional analysis this year showed that four (28.6%) of the 14 charities analyzed, and two (33.3%) of six foundations have no visible minorities on their boards. In terms of senior management, eight of 13 charities (61.5%) and four of five foundations (80%) have no visible minorities.

Table 7. Visible minorities in voluntary sector leadership

Voluntary sector leaders	2009 Total number	2010 Total number	2009 Analyzed	2010 Analyzed	2009 % Analyzed	2010 % Analyzed	2009 VM	2010 VM	2009 % VM	2010 % VM
Boards of directors	351	379	284	328	81%	87%	39	39	13.7%	11.9%
Senior executives	73	93	59	71	81%	76%	5	11	8.5%	15.5%
Total voluntary sector leaders	424	472	343	399	81%	85%	44	50	12.8%	12.5%



**UNITED
WAY
TORONTO**

United Way Toronto is a charity working to advance the common good and create opportunities for a better life for everyone in the city. Working in partnership with others, it mobilizes people and resources to address the root causes of social problems and to change community conditions for the better. United Way Toronto also supports agencies that provide services to strengthen individuals, families, and communities.

The organization recognizes that having diverse leadership equips it to better meet the challenges of serving one of the most diverse cities in the world. Making diversity and inclusion a strategic priority, both internally and externally, the agency has focused on governance, management, human resources and succession planning in order to ensure that much more than just the “face” of United Way matches the communities it serves.

In 2001, only 25% of 44 board members were visible minorities. By 2010, that percentage jumped to 48%, in a period when they were simultaneously decreasing the size of the board to 23 members. When describing the process, President and Chief Executive Officer, Frances Lankin said, “There are so many talented people when you reach out.”

United Way Toronto has also refocused support for services it funds and the strategic initiatives it executes to address the growing diversity of the city. As part of its strategy to help build the capacity of the social services sector, it is working to encourage and support other agencies to develop organizational skills around diversity and inclusion. As well, broad sectoral relationships are key to United Way’s strategy to support newcomer communities and the social service sector through partnerships with other organizations.

Leadership in
ACTION

**Michael
Herrera**

Vice-President,
Finance,
United Way Toronto



Michael Herrera joined United Way Toronto in August 2009. As Vice-President, Finance, he provides strategic leadership in accounting and financial management. He has spent a career in service to the nonprofit sector, having worked with social services, religious and arts organizations. Most recently, Mr. Herrera was the Interim Treasurer at the Anglican Church of Canada. He has held similar positions at YMCA of Greater Toronto and National Ballet of Canada. His community involvement includes past governance roles with organizations such as Community Social Planning Council, Toronto Community Foundation, and Ontario Museum Association.

He also teaches a course in financial management for arts managers at the University of Toronto at Scarborough.

"As I have lived in Toronto all my life, I have benefitted from the cultural and ethnic diversity of the city. I've never felt as if I was a visible minority – just knew that people did not all look the same. But it isn't looks that matter – it is what's inside that counts. As my classmates and colleagues have shared a diversity of life experiences, I have always appreciated the unique perspective that they bring. Therefore, I value experiences that people bring from other countries just as much as my experience gained here in Canada."

**Connie
Sugiyama**

Chair,
Board of Trustees,
The Hospital for
Sick Children



Leadership in
ACTION

Connie Sugiyama is the Chair of the Board of Trustees of Toronto's world-renowned Hospital for Sick Children, the first woman to occupy this position. She is also a board member of SickKids Foundation, Toronto International Film Festival Group, Canada Health Infoway and Luminato, the Toronto Festival of Arts and Creativity. She serves on the Advisory Council of Women in Capital Markets and is a senior advisor to the Japanese Canadian Cultural Centre.

She is a senior partner in the Toronto office of Gowling Lafleur Henderson LLP, serving on Gowlings' National Executive Committee from 2005-2007 and leading its National Corporate Finance, Securities and Public M&A Group from 2002-2007, contributing significantly to the growth and development of this practice.

For more than 30 years, Ms. Sugiyama has advised a diverse range of domestic and international businesses on issues. Among other deals, she led the Gowlings team that advised the banking consortium to the purchasers in connection with the proposed \$52 billion acquisition of BCE Inc. Ms. Sugiyama is recognized as a leading practitioner in Chambers Global: The World's Leading Lawyers (corporate and M&A law), The Best Lawyers in Canada (corporate law) and in Lexpert, among others.

Ms. Sugiyama is a third generation Canadian of Japanese ancestry who was born and raised in Toronto.

"My perspective on leadership has been strongly influenced by my close-knit family, my parents' and grandparents' triumphs over adversity before, during and after the Second World War and by many wise friends, mentors and advisors."

Education sector leaders

Methodology

In this sector the study examined:

- School board directors of the public and separate school boards in Toronto, York and Peel districts, obtaining data on 10 of 15 individuals.
- Board members and executives (presidents, vice presidents, provosts, and vice provosts) of GTA-based colleges and universities.

This study's independent research was supplemented with data provided by the Toronto District School Board (TDSB) on principals and vice-principals. Since new data was not available for 2009, data on promotions was obtained (Pardeep, 2010). A complete census of principals and vice-principals census is expected to take place in 2011.

Findings

Overall, while there was considerable turnover in the sector, there was little change in the proportion of education leaders who are visible minorities (19.9% versus 19.8%) (see Table 8). The Toronto District School Board is the only one with a director who is a visible minority. Promotional data on principals in the Toronto District School Board revealed that, of the 108 promotions, 19 are visible minorities (18% of the total). Consequently this report has continued to report principals and vice-principals at 19.3% until the TDSB undertakes its next census. College leaders are the most diverse, with a total of 25.2% visible minorities among the leaders analyzed. University leaders are slightly less diverse, down to 20.6% from 21.3% last year.

Table 8. Visible minorities in the education sector

Education sector leaders	2009 Total number	2010 Total number	2009 Analyzed	2010 Analyzed	2009 % Analyzed	2010 % Analyzed	2009 VM	2010 VM	2009 % VM	2010 % VM
School board directors	18	15	11	10	61%	67%	0	1	0.0%	10.0%
TDSB principals and vice-principals	1,004	1,004*	924	924	92%	92%	178	178	19.3%	19.3%
University leaders	180	179	169	175	94%	98%	36	36	21.3%	20.6%
College leaders	133	132	87	103	65%	78%	22	26	25.3%	25.2%
Total education leaders	1,335	1,330	1,191	1,212	89%	91%	236	241	19.8%	19.9%

*No data available for 2010.

Chris Spence

Director of
Education,
Toronto District
School Board



Dr. Christopher Spence became Director of Education for the Toronto District School Board on July 1, 2009. He has been widely recognized for his leadership and played a significant role in the development of a number of successful initiatives, including Boys 2 Men, Project G.O. (Girls Only) and the Read to Succeed Program, which motivates and teaches boys to read. Dr. Spence has a BA in criminology from Simon Fraser University, a B.Ed. from York University, an MA from the University of Toronto and a doctorate from the Ontario Institute for Studies in Education. He is the author of six books: *Achieving, Believing and Caring*; *The Skin I'm In: Racism, Sport and Education*; *On Time! On Task! On Mission!*; *Creating a Literacy Environment for Boys*; *Leading With Passion and Purpose*; and *The Joys of Teaching Boys*. His many awards include a Harry Jerome Award.

"One of the reasons I got into education was because I wanted to make a difference. I started working in the criminal justice system, in detention centres – my thing was I'm going to try to get these kids before they get into detention and the school system is a place uniquely positioned to do that. For me it's about being an educator or a leader who feels he can make a difference. But there can be no leadership without followership, and I don't think people are going to follow you because of your background. They are going to follow you because of who you are, and what you stand for and what you hope to accomplish. The fact that I come from a diverse background is just value-added. I want kids to look at me and say 'That could be me. Anything is possible.'"



Helen Hayward

Chair,
Board of Governors,
Seneca College

Helen Hayward is a partner with Western Management Consultants in Toronto. For more than 20 years, Ms. Hayward has worked at the executive level in public and private sectors in planning, finance, human resources and agency liaison. As a management consultant, she has advised clients in public, nonprofit and private sectors on organizational effectiveness, board governance, facilitating strategic planning and leadership development. She recently co-authored the book *Strategic Planning for Associations and Not-for-Profit Organizations*. At the community level, she serves as the Chair of the Board of Directors for the Yee Hong Centre of Geriatric Care and as a member of its Governance Committee and Strategic Planning Committee. Ms. Hayward joined the Board of Seneca College in September 2005. She is serving a two-year term as Chair of the Board until August 2010.

"As an international student who emigrated from Hong Kong to Canada, my values are grounded in corporate social responsibility, sustainable change and diverse engagement. I lead by example through mentoring young professionals and coaching visible minority leaders to accelerate their access to opportunities."

Agencies, boards and commissions

Methodology

To examine the diversity of agencies, boards and commissions (ABCs), this study examined appointments by the City of Toronto and the Province of Ontario. These two groups were chosen because the required data was readily available.

The City of Toronto provided us with the demographic data for 173 appointments in City of Toronto ABCs. At the provincial level, the study analyzed the same organizations that were analyzed in 2009, based on the listing of ABCs contained in the Financial Report submitted by the Ministry of Finance for 2007-2008. In total, for 2010, 235 senior executives were identified.

Findings

This sector, which has undertaken targeted strategies to improve representation, is clearly moving in the right direction.

Within the City of Toronto ABCs, 33% of board members are visible minorities compared with 31.3% in 2009. In provincial ABCs the proportion is 14.5%, an increase from 10.6% the year before (see Table 9).

However, some Ontario ABCs – 10 of 26 (38.5%) – still have no visible minorities on their boards of directors.

Table 9. Visible minorities in Toronto and Ontario agencies, boards and commissions

Provincial and municipal agencies, boards and commissions (ABCs)	2009 Total number	2010 Total number	2009 Analyzed	2010 Analyzed	2009 % Analyzed	2010 % Analyzed	2009 VM	2010 VM	2009 % VM	2010 % VM
Ontario ABCs	272	269	235	235	86%	87%	25	34	10.6%	14.5%
Toronto ABCs*	156	173	147	173	94%	100%	46	57	31.3%	33.0%
Total	428	442	382	408	89%	92%	71	91	18.6%	22.3%

* Data provided by City of Toronto



CITY OF TORONTO APPOINTMENTS

City of Toronto Appointments to Agencies, Boards, and Commissions

According to a survey for the Toronto City Appointments Report for 2003-2004, only 22% of appointments by the 15 participating agencies in the City of Toronto were held by visible minorities (Toronto City Summit Alliance, 2007). By 2010, 33% of appointments to 30 boards are visible minorities (data provided by City of Toronto). This progress is the result of the priority the City has placed on this issue.

In September 2006, City Council adopted the Public Appointments Policy governing the appointment of Toronto residents to city boards and special purpose bodies and nominations to external bodies. The policy recognizes the importance of achieving greater diversity in board appointments through proactive strategies aimed at ensuring an open, inclusive and equitable appointments process.

The implementation of the Public Appointments Policy has been so successful that Council extended the policy to apply to the City's

advisory bodies. The City monitors self-identified diversity data at each stage of the selection process (applicant pool, short-listed candidates, and appointed members) to assess how well the City is meeting its diversity objectives. Total diversity results are reported in summary form, with the identities of individual applicants being kept confidential.

City staff uses the diversity data collected at each stage of the selection process to develop outreach initiatives aimed at attracting board applications from equity-seeking groups. This data helps the City to identify and remove potential barriers to participation by members of systemically disadvantaged groups. In 2007, the Maytree Foundation awarded the City of Toronto the Diversity in Governance Award for its demonstrated commitment and innovation in creating inclusive boards (City of Toronto, 2010). The City's experience reinforces the notion that "what gets measured gets done" and that rapid change is possible when strategies are targeted at boards of directors.

Leadership in ACTION

Dr. Colin Saldanha

Board of Trustees,
Royal Ontario
Museum



Dr. Colin Saldanha is of Goan origin and is a resident of Mississauga. He is a physician and is affiliated with the Credit Valley Hospital. He obtained his medical degree in Karachi, and did his internship at St. Joseph's Health Centre in Toronto and his residency in internal medicine at McMaster University. Dr. Saldanha has been the Chairman of the Mississauga Board of Trade, the Chair of the Peel Police Services Board, Chair of United Way of Peel Region and is the Past President of the Canadian Association of Police Boards. He was the Chair of the Health Policy Committee of the Ontario Chamber of Commerce. He participated in a volunteer health mission to Haiti after the earthquake. He presently chairs the Advocacy Committee of United Way of Peel Region, is a director on the national board of United Way Canada and is a member of the Board of Trustees of the Royal Ontario Museum. His volunteerism has been recognized with many awards including the Governor General's "Canada 125" Medal, the Sam McCallion Award for Volunteerism from the Mississauga Board of Trade, and a "Top 25 Canadian Immigrants" in 2009 by the Canadian Immigrant magazine. Most recently, he was named Mississauga Citizen of the Year 2010 for being a strong, committed and dedicated social advocate.

"Being an immigrant and having volunteered in my community for over 20 years in various capacities has given me a grassroots perspective of the needs and aspirations of marginalized members of our community. This has motivated me to champion the cause of the vulnerable members of our society."



Shirley Hoy

Chief Executive
Officer, Toronto
Lands Corporation;
Director, Ontario
Lottery and Gaming
Corporation

Leadership in ACTION

Shirley Hoy's public service career has spanned more than 25 years in organizations at provincial and municipal levels. In June 2001, she was appointed Toronto's City Manager where she successfully managed the Toronto Public Service, the sixth largest government in Canada. Ms. Hoy's key responsibilities included the control and management of all human, fiscal and physical resources of the City, the effective and efficient delivery of services on behalf of the City, and providing advice and support to the Mayor and Council in developing and implementing policies, plans and programs of Council. She has also served in volunteer roles with the University of Toronto, The Learning Partnership and other community organizations and boards.

"My immigrant experience has defined for me the importance of the values of equity, inclusiveness and social justice. In the various positions that I have held in my career, I have tried to ensure that these values are core considerations in the development of public policies and in the implementation of programs and services. In my view, we are very fortunate that in Canadian federalism, public discourse on major issues tends to encompass rigorous debate of these values."

Observations and new findings

Change is slow but moving in the right direction

Although the numbers are small, there is a slight improvement in overall representation of visible minorities in leadership roles, indicating a move in the right direction. Several specific sectors show changes worth highlighting:

- Among public sector executives, 9.4% are visible minorities, up slightly from last year (8.1%).
- The proportion of minorities sitting on agencies, boards and commissions increased from 18.6% last year to 22.3%.

In many cases, however, numbers were too small to draw definitive conclusions. Table 10 summarizes the results which have been highlighted in this section of this report.

Some organizations are ahead of the pack

This year, the study also examined the variance within sectors (see Table 11). Although in some cases the numbers are too small to be conclusive, the results are striking and suggest that the overall averages of visible minorities in each sector conceal dramatic variations within the sectors. Further research is needed to explain the large variances, but clearly there are lessons that could be learned from diverse organizations and shared within and across sectors.

Table 10. Visible minority representation by sector

Sector	Total analyzed 2009	% Visible minority	Total analyzed 2010	% Visible minority
Elected officials	224	16.1%	227	15.4%
Public sector executives	123	8.1%	139	9.4%
Corporate sector boards and executives	993	4.1%	963	4.1%
Voluntary sector boards and executives	343	12.8%	399	12.5%
Education sector boards and executives	1,191	19.8%	1,212	19.9%
Government agencies, boards, and commissions	382	18.6%	408	22.3%
Total	3,256	13.5%	3,348	14.0%

Table 11. Variances of visible minority leadership within sectors

Sector	Total sub-sectors	Number with 0% VM	Percentage with 0% VM	Number with >20% VM	Percentage with >20% VM
Elected officials					
School board trustees	6	0	0.0%	3	50.0%
Municipal councillors	5	1	20.0%	0	0.0%
MPPs	5	1	20.0%	3	60.0%
MPs	5	2	40.0%	2	40.0%
Public sector					
Municipal executives	7	6	85.7%	0	0.0%
Police chiefs and deputy chiefs	3	2	66.7%	1	33.3%
Assistant deputy ministers and deputy ministers	27	19	70.3%	6	18.5%
Corporate sector					
Corporate boards	52	40	76.9%	5	9.6%
Corporate executives	52	36	69.2%	6	11.5%
Voluntary sector					
Charity boards	14	4	28.6%	3	21.4%
Charity executives	13	8	61.5%	4	30.8%
Foundation boards	6	2	33.3%	0	0.0%
Foundation executives	5	4	80.0%	0	0.0%
Education sector					
School board directors	6	5	83.3%	1	16.7%
University boards of governors	5	0	0.0%	4	80.0%
University executives	5	3	60.0%	2	40.0%
College boards of governors	6	0	0.0%	5	83.3%
College executives	6	2	33.3%	3	50.0%
Government agencies					
Provincial agencies boards and commissions	26	10	38.5%	9	34.6%

DIVERSE LEADERSHIP IN THE MEDIA

An analysis of decision makers and coverage

This year, DiverseCity Counts looked at diversity in leadership in the media. First this research looked at the diversity of management, ownership and executives in leading news media in the GTA. In addition, because news media organizations are uniquely influential in shaping perceptions of leadership, the analysis was extended to include a snapshot of the diversity that is represented in the news in newspapers and television broadcasts.

This report represents the first time that research has examined the boards of directors and executives in news media in Canada. It is also the first study looking at the racial diversity of people who make news decisions at the leading newspapers and television broadcasts in the GTA.

Previous research on diversity in leadership and the media

Studies indicate that Canada-wide visible minorities are under-represented as journalists and misrepresented as newsmakers in Canada (Fleras and Kunz, 2001; Henry, 1999; Miller and Prince, 1994; Fleras, 1995; Miller, 1994; Ungerleider, 1991).

The most comprehensive study of newspapers (Miller, 2006) identified serious under-representation in 37 newsrooms, where visible minorities and Aboriginals were significantly under-represented compared to the population (3.4% vs. 16.7%). Another study, which examined 554 randomly selected journalists from daily and community newspapers and television and radio stations, found that the typical Canadian journalist was white (97%) and male (72%) (Pritchard and Sauvageau, 1998).

Previous studies have also found that visible minorities are under-represented in the content of the news. A content analysis done on 329.5 hours of news programming on Canada's private television stations

(Canadian Association of Broadcasters, 2004) found that visible minorities represented 12.3% of all appearances as anchors/hosts for English-language news. The comparable figure in French-language news programs was 0%. The report compared these figures to the percentage of ethnic, racial and Aboriginal groups in the population: 19.3% in provinces outside Quebec; 7.9% in Quebec.

Miller and Prince (1994) examined news coverage by looking at the photos and news stories published in six major Canadian newspapers. They concluded that, out of the 2,141 photos published, ethnic minorities were presented in 420 images (19.6%). Of those, 36% were photos of athletes. Out of the 895 news stories published in those papers, only 14% discuss minorities at all, which is less than the 20% share of the population ethnic minorities occupied in the combined population of the five cities where the newspapers were published (Vancouver, Calgary, Winnipeg, Toronto, and Montreal). They were particularly invisible in business and lifestyle sections.

Management and decision makers: who is in control?

Research questions

To look at diversity in management and decision makers, this study focused on three key questions:

- How many visible minorities serve on Canadian news media corporations' boards of directors?
- How many hold senior management positions?
- How many make the major news decisions at the main print and television broadcast outlets in the GTA?

The approach

The study identified leading news media in the GTA on the basis of readership or viewership in Toronto. (Readership was verified by NADBank and viewership was confirmed by Bureau of Broadcast Measurement.)

The following newspapers and programs were found to be the most read or viewed by GTA residents: The Toronto Star, The Toronto Sun, The Globe and Mail, The National Post, CTV Evening News (Toronto), Global News Hour (Ontario), CBC News at Six (Toronto), CityNews at 6 (Toronto). Because of the importance of public affairs programming in shaping leadership, the study included The Agenda with Steve Paikin.

Second, the study identified the companies that owned these properties. These were Torstar, Quebecor Media, CBC Radio Canada, Rogers, TVO, CTVglobemedia and Canwest.

Third, individuals were identified for inclusion. Boards of directors of parent companies were identified from annual reports. For senior corporate and business management the research typically included publishers, vice presidents or advertising directors

Table 12. 2009 NADBank Study for Toronto CMA

Owner		Average readership (Monday-Friday, 18+)
CTVglobemedia	The Globe and Mail	406,500
Canwest	The National Post	167,800
Torstar	The Toronto Star	979,300
Quebecor	The Toronto Sun	372,300

Table 13. Personal People Meter (PPM) National Broadcast Data, broadcast year 2007-08 for Toronto Extended Market (EM)

Owner		Average audience (Monday-Friday, 18+)
CBC	CBC News at Six (CBC Toronto (CBLT))	39,800
Rogers	CityNews at Six (CityTV Ontario)	89,400
CTVglobemedia	CTV Evening News (CTV Toronto Local (CFTO))	312,800
Canwest	News Hour (Global Ontario (CIII))	123,800
TVO	The Agenda (TVO)	50,000

for print and presidents, corporate/national vice presidents and executives who oversee senior news personnel for broadcasters. For newsroom decision makers, the research typically included the editor-in-chief, managing and executive editors, section editors (including most senior online editor) for print and the news director or equivalent, managing editors, executive and senior directors and producers for broadcasting.

Names of senior managers and newsroom decision makers were identified from websites or through interviews with official spokespersons. In order to collect data about key decision makers, the study consulted online listings and broadcast credits for lists of key leaders/decision makers. Where no lists of leaders were provided to the public, individual companies and newsrooms were contacted by phone and/or email to identify decision makers.

Finally, once the lists were established, the study used the same methodology as in the first section, relying on publicly available data and sources to analyze demographic data.

Findings

Visible minorities are under-represented on the boards of directors of media organizations (Table 14). Specifically, 6.1% or four of 66 analyzed board members are visible minorities. More significantly, three out of four of those individuals are on the same board and five out of seven boards have no visible minorities.

Table 14. Boards of directors of media organizations

Boards of directors	Total number	Total analyzed	% Analyzed	# Visible minority	% Visible minorities
Print	20	20	100%	1	5.0%
Broadcast	34	34	100%	3	8.8%
Print and broadcast	12	12	100%	0	0.0%
Total boards of directors	66	66	100%	4	6.1%

Overall, five (3.6%) of 138 analyzed senior managers are visible minorities. Among the executive groups considered, most (82.4%) have no visible minorities.

Table 15. Senior management composition

Senior managers	Total number	Total analyzed	% Analyzed	# Visible minority	% Visible minorities
Print	74	62	83.8%	3	4.8%
Broadcast	68	63	92.7%	2	3.2%
Print and broadcast	14	13	92.9%	0	0.0%
Total senior managers	156	138	88.5%	5	3.6%

Overall, five of 85 newsroom decision makers analyzed (5.9%) are visible minorities. What is perhaps noteworthy is that this was much higher for broadcasting (14.3%) than for print (3.2%) For print media, three of four newsrooms (75%) have no visible minority decision makers and for broadcast two of five (40%) have no visible minority decision makers.

Table 16. Newsroom decision makers

Newsroom decision makers	Total number	Total analyzed	% Analyzed	# Visible minority	% Visible minorities
Print	75	62	82.7%	2	3.2%
Broadcast	24	21	87.5%	3	14.3%
Total newsroom decision makers	99	85	85.9%	5	5.9%

Who is seen as a leader: representation in content

Research questions

To examine the coverage of leadership in the media, this study focused on three questions:

- How many visible minorities appear as hosts, reporters and sources for the news on TV, and in which stories?
- How many visible minorities have newspaper columns? Where do they appear?
- How often do visible minorities get their pictures in the paper, and how often are they portrayed as leaders?

The approach

To undertake this work, a constructed week was created. A constructed week is a system of selecting non-consecutive days for analysis and is a standard technique used for content analysis of media. This minimizes the chance that ongoing coverage of a big story would skew the results. The constructed week was created in the period March 9 to March 19, 2010.

In this constructed week, photographs in the newspapers were examined by section. Columnists were identified by their picture logos.

Television programs were also examined. They were taped and analyzed to identify speaking sources, types of story, hosts and on-air reporters.

All advertisements in the newspapers and in broadcast were excluded.

Findings

Print media

Of the 2,036 photos analyzed, 476 (23.4%) are of visible minorities.

The sports section had the highest percentage of photos of visible minorities throughout the constructed week at 30.3%. Visible minorities were often displayed playing sports.

The business section had the lowest number of photos of visible minorities at 12.8% during the constructed week. Visible minorities were rarely shown in a leadership context, though there was a story about the world's wealthiest people, some of whom were visible minorities. Typically, it was white males who were pictured in a leadership context, such as being the CEO of a company.

The life section typically showed white people when stock photos or discretionary photos were used to accompany stories. These included such things as people doing yoga, hands holding cellular phones, and babies. Visible minorities only appeared on the front page during one of the six sampling days.

Table 17. Photos by section

Section	Total photos showing people	Total photos showing VMs	% with VMs	Range
News	746	211	28.3%	22.0% - 35.5%
Sports	433	131	30.3%	24.1% - 35.6%
Business	211	27	12.8%	7.1% - 60.0*
Life	239	43	18.0%	15.9% - 23.5%
Arts & entertainment	407	64	15.7%	12.8% - 17.1%
Total	2,036	476	23.4%	21.6% - 25.5%

* highest percentage in range represents small sample size.

Table 18. Columns and columnists by section

Section	Total columnists	Total VM columnists	% VMs	Total columns	Total VM columns	% with VMs
News	84	7	8.3%	146	9	6.2%
Sports	44	0	0.0%	107	0	0.0%
Business	46	1	2.2%	64	1	1.6%
Life	75	1	1.3%	102	3	2.9%
Arts & Entertainment	33	1	3.0%	52	3	5.8%
Total	282	10	3.5%	471	16	3.4%

The study analyzed the number of columns and the number of columnists. Some columnists appear more than once a week. Of the 471 columns that appeared during the constructed week, a total of 16 (3.4%) were written by 10 visible minorities. The percentage of minority columnists that appeared over the constructed week was 3.5%.

Notably there were no visible minority columns or columnists in any of the sports sections. There was only one visible minority columnist in the newspaper sections of business, life and arts and entertainment. The news section had the highest percentage of visible minority columnists.

Diversity of individual newspaper columns and columnists is low, at 3.4% and 3.5% respectively. However, some papers had a higher percentage of visible minority columns and columnists than others.

Broadcast

During the constructed week, there were 11 hosts who made 42 appearances. There was only one visible minority host and he appeared twice during the constructed week.

Table 19. Broadcasting hosts and reporters

Broadcasting hosts and reporters	Total number	Total VM number	% VM number	Total number of appearances	Total VM appearances	% VM appearances
Hosts	11	1	9.1%	42	2	4.8%
Reporters	98	25	25.5%	244	56	22.5%
Total	109	26	23.9%	286	58	20.3%

Over the constructed week a total of 98 reporters made 244 appearances. Of these, 25, or 25.5%, of reporters were visible minorities and they accounted for 22.5% of appearances. Broadcasters had a range of 15.3% to 32% visible minority reporters. Visible minority reporter appearances ranged from 12.2% to 34.4% across broadcasters.

A speaking source is defined as any person who is interviewed by a reporter, or who is shown and heard addressing reporters or an audience (e.g., an official speaking at a press conference), or whose identity and words are represented by a photo or footage and a released comment (often read out by a reporter). They may or may not be identified by name. Sources for Table 20 include non-discretionary sources, for example an official spokesperson, witness or participant in a news story, and discretionary sources such as a local non-expert for lifestyle or consumer features.

During the sample period, 896 speaking sources were identified. Of these, 146, or 16.3%, were visible minorities. The speaking sources included both “expert” speaking sources (343) and “everyday life” speaking sources (200) as well as others (353) who were individuals featured in the story, for example, as a victim of crime. Although it provided only a snapshot, our sample showed that visible minorities were more likely to be featured speaking in stories about everyday life than as experts.

“Expert” speaking sources might be officials, authorities, leaders, representatives, celebrities, “heroes,” or honourees in news or other stories. In the constructed sample, of a total of 343 expert speaking sources, 57 or 16.6% were visible minorities.

Table 20. Speaking sources

Speaking sources	Total number	Total VM number	% VM number	Range
Expert speaking sources	343	57	16.6%	10.0% - 21.5%
Everyday life speaking sources	200	46	23.0%	14.1% - 33.3%
Other*	353	43	12.2%	NA
Total	896	146	16.3%	NA

*Those that could be not be categorized as either experts or everyday life story speakers eg. victims of crime.

“Everyday life stories” are defined as stories that affect all or most GTA residents, for example: weather, traffic, dollar parity, general health reports, travel advisories, local community events and consumer reports. Speaking sources for “everyday life stories” are discretionary. They may be local professionals, business representatives or other people (parents, transit riders, etc.) chosen by reporters to comment on issues.

During the sample period, 200 speaking sources were identified in “everyday life stories.” Of these sources, 46, or 23.0%, were visible minorities. It was observed that non-speaking images or footage of people in “everyday life stories” are typically white people. Background and stock images, used to

illustrate health, consumer and lifestyle stories, also often depict whites. For example, one story on fatigue caused by daylight savings time had nine consecutive stock images of white people experiencing fatigue, even though it is an issue relevant to all. Another consumer/health story about preventing illness while on vacation featured images only of white people at airports and vacation destinations (an estimated 12 consecutive shots), as background images behind data presentation (as “wallpaper”), and as speaking sources. A local consumer story, “the search for the perfect prom dress,” featured shots exclusively of white teenage girls trying on dresses and being served by white shop owners. By contrast, a story about an event at the Toronto Zoo featured interviews with a better diversity of Toronto youth.

Diversity is an opportunity for mainstream media

CBC Radio Toronto’s morning show “Metro Morning” shot to the top of the city’s broadcast ratings for the first time in summer 2004, following an extensive makeover that is reflected in its current slogan: “Metro Morning is Toronto – its faces, places, voices and stories.” Six years later, a quarter of a million listeners tune in daily, far outstripping the reach of every one of the city’s private radio stations.

Three of its five featured columnists – covering the topics of music, health and things to do – are visible minorities. Recent features include a visit to “Tehranto,” an Iranian immigrant enclave on Yonge Street; an investigation into what lured a Canadian-born University of Toronto student to die in Somalia fighting with an organization linked to Al-Qaeda; and a town hall discussion on the touchy subject of family violence in the South Asian community. Interestingly, none of those stories appeared in local daily newspapers or TV news programs.

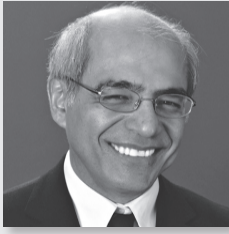
CBC'S METRO MORNING

“Beyond Burgers” a long-time feature aired last year, featured an Asian food reviewer scouting out where to find inexpensive and exotic ethnic eateries.

According to the Ryerson Review of Journalism in 2007, the transformation began when Susan Marjetti, CBC’s Regional Director of Radio for Toronto, took over and asked her staff if they thought that the program reflected the fact Toronto is the most multicultural city in the world and the answer was a resounding “no” (Paul, 2007).

The guests interviewed by long-time host Andy Barrie started to change. And when Barrie, host for 15 years, recently retired, he was replaced by Matt Galloway, who is young, “hip”, and black.

While the program’s changes were not without controversy, there is strong evidence that it had a significant impact on the bottom line. Besides having doubled its audience share and having the most listeners in the 5:30 a.m. to 8:30 a.m. period, Metro Morning’s ratings have improved dramatically (Dixon, 2010).



Alnasir Samji

Board of Directors,
Torstar Corporation

Alnasir Samji is a Fellow of the Canadian Institute of Actuaries and the Society of Actuaries, with over 30 years of experience in pension and actuarial consulting. The Managing Principal of his own practice, Alderidge Consulting Inc., he is currently a member of the Board of Directors of Torstar, Chair of the United Way Toronto Board of Trustees, and Chair of the Canadian Studies Program Advisory Committee at University of Toronto's University College. He also serves as a member of the Colleges of Applied Arts and Technology Pension Plan Board of Trustees, and of the Canadian Board Diversity Council's Steering Committee.

Born in Dar-es-Salaam, Tanzania, Mr. Samji studied and worked in England before immigrating to Canada in 1976. His East African roots have fostered a keen understanding of, and desire to help address, the difficult social conditions prevailing in developing countries and within sectors in Canada. He has served in numerous voluntary roles over the last three decades, including within the Ismaili Muslim community where he has served as the President of the Aga Khan Council for Ontario among numerous leadership roles. Outside the community, he has chaired committees of the

Canadian Institute of Actuaries and served as Secretary on the Board of Governors of Holy Trinity School in Richmond Hill, Ontario.

"As with many immigrant families, my family went through a period of tight economic conditions and uncertain immigration status. But our story pales in the context of the hardships suffered by many new immigrants. While we had to start from scratch financially, we were well prepared because of our education and well supported by the Canadian governmental and civil society framework during those early years. These experiences, my family, and the values instilled in me through my faith, have guided my life and formulated my ethos of sharing my resources of time and knowledge to help improve lives. I have been very fortunate in not only having had the benefit of wonderful education through the actuarial profession, but also of having garnered varied experiences and having had great mentors at Towers Perrin and in the volunteering activities within the Ismaili community, all of which have facilitated my contributions. My current roles are providing me with new, different experiences which I hope will increase my capacity to continue contributing in future years."

Emerging trends

NEW MEDIA

Mainstream news websites similar to print and broadcast versions

The internet has not only changed how people access information but has also changed how the media deliver information. Traditional media refers to television, newspapers, book, radio, and magazines while “new” media refers to the broad set of digitized information accessible mainly through the internet such as websites but also physical media such as CDs and DVDs. Since 2007, the internet has ranked higher in importance than television, newspapers, books, radio, or magazines as an information source (CIP, 2008).

Most consumers use multiple news sources. While traditional media use by adult internet and non-internet users has declined by five hours a week or 13% from 2003 to 2007, in most cases new media supplement – rather than replace – traditional media. Almost 62% of all Canadians or 78% of all Canadian Internet users at least sometimes go online for news, but only 16% of people have cancelled a newspaper or magazine subscription since similar content became available online.

The growth in online media has been heralded as an opportunity for “citizen journalism” and, so, more representation. The blog, a form of new media, has expanded opportunities for expression as well as access. Many blogs exist that focus on issues relevant to or specifically about the GTA. For example, blogTO (www.blogTO.com) is a popular news and culture blog specific to Toronto. Torontoist (www.torontoist.com) is another GTA blog that focuses on anything to do with Toronto, including news, events, art, and food, claiming 8,000 visits per day.

Each of the four newspapers studied for this report – The Toronto Star, The Globe and Mail, The Toronto Sun, and National Post – feature exclusive online content including blogs, videos, and photographs. However, there was little difference between the print and online versions in terms of the representation of visible minorities. Similarly, comparing broadcast news programs to online versions showed the same percentage of visible minorities as the broadcast versions. One notable difference was that reporters on the CBC website, including a visible minority reporter, were presented as “experts” reporting on a particular “beat” (i.e., music).

Emerging trends

IMPACT OF MULTICULTURAL MEDIA

Mainstream media can work with ethnic media

Research commissioned from Ipsos Reid in 2007 by Sing Tao Daily, the largest newspaper serving the Chinese community in the GTA, found that 52% of Chinese Canadians living here read Chinese newspapers and magazines exclusively. Only 18% read English publications exclusively, and 30% read both English and Chinese publications (Ipsos Reid, 2007).

If similar trends are occurring in other multicultural groups, there is a huge cohort in the GTA that is not reading or viewing mainstream news outlets. They are getting their news in their own languages, and these media are robust, trusted and numerous.

The ethnic media are virtually recession-proof because of their reader loyalty and cultural connections. Circulation at some of the larger titles is rising rather than falling, unlike many mainstream dailies. One example is Multimedia Nova, which publishes *Corriere Canadese* (in Italian), *Correo Canadiense* (in Spanish), *O Correio Canadiano* (in Portuguese) and also the Town Crier chain of English-language community papers serving upscale Toronto neighbourhoods like Leaside, Forest Hill and the Annex. Its Diversity Media Services (DMS) division is set up as a marketing partnership with the 480 national newspapers it has identified and partnered with. It has already attracted business from advertisers like General Motors and Ontario Place.

DMS also has a wide-ranging rights agreement with CBC to provide selected proprietary content developed by and used on CBC.ca on a news-wire service that has been available to all DMS

cultural media partners on a membership basis for more than a year. The wire service expands the reach of CBC News into the broadening multicultural demographic that DMS supports. The content provided through the agreement also addresses a long-standing challenge in the ethnic media to have access to mainstream local, regional and national news.

A 2006 poll of 111 ethnic media publishers by researchers at Ryerson University's School of Journalism found that 39% listed their top challenge as finding writers and 33% said it was adding local content (Miller, 2007). While it was common for these newspapers to have home-country news (usually taken off the internet), it was rarer for them to have the resources to give comprehensive coverage of events and issues in the community here. There is no wire service to translate and share news content produced locally by multicultural media, so there is much duplication of effort in providing basic settlement news for newcomers.

The growth of Sing Tao Daily's Toronto edition since its inception in 1978 is instructive. Its parent company, the Sing Tao Newspaper Group Limited, was founded in 1938 and is based in Hong Kong. The global news network has a total of 28 offices and news bureaus worldwide, and also publishes local editions in Australia, Europe, Hong Kong, and the United States. With the establishment of an international news centre in New York coupled with the Toronto Star's newsgathering services, it publishes an average of 110 broadsheet pages of local, national and international news each day, seven days a week, in Toronto and Vancouver. It was the first Chinese media company in North America to establish a website on the internet. Sing Tao Daily also

Emerging trends

IMPACT OF MULTICULTURAL MEDIA

(continued)

publishes a variety of specialty supplements and magazines and has a majority stake in Toronto First Radio AM1540 with minority holder Fairchild Group.

Ethnic media need news, and mainstream media need audience. Recognizing the potential for growth, Torstar Corp. (parent company of the Toronto Star) bought a 20% share of Multimedia Nova. Earlier, in 1998, Torstar purchased a majority share in Sing Tao Daily's Toronto edition, allowing its editors to translate and reprint their

choice of Star stories – a significant advantage for a thirteen-person news department engaged in fierce competition with three other Chinese dailies. Other strategies by mainstream media to tap into a growing readership in immigrant communities might be fruitful in the near future.

While the Greater Toronto Area is served by seven daily newspapers published in English, it is also home to 10 daily newspapers published for language groups other than English. There seems to be an opportunity here for mainstream media to form partnerships, or to cater more deliberately to diverse readers themselves in order to expand their business.

CONCLUSIONS

Change is slow but moving in the right direction

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

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

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

There are organizational trailblazers and laggards in each sector

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

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

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

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

Media leadership mirrors corporate sector leadership

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

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

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

News coverage provides opportunity for media to diversify

This study's analysis of media coverage showed a significant under-representation of visible minorities in the news, generally. In print, visible minorities are under-represented among columnists, experts and even stock background photographs in newspapers. Visible minorities are also under-represented as hosts, experts and in background stories on the supper time broadcast news. However, online media and ethnic media, in particular, are providing new opportunities to broaden representation.

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

Make accurate reflection and portrayal a core journalistic value

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

Mainstream diversity in all aspects of media coverage

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

Partner with multicultural media and exploit "new" media

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

Recommendation for all sectors

This year's study reinforced the recommendations from last year, in particular the value of targeted strategies and measurement. Organizations which stand out for the progress they have made, even over a year, subscribe to some of the best practices outlined below.

Understand the business case for diversity

Successful organizations understand that more diverse leadership adds value to their workforce, markets and overall performance.

Lead: make diversity a strategic priority

Diverse organizations have made diversity a strategic priority and clearly communicate its value. Effective leadership comes from the top, as the profile of the financial services sector has indicated.

Communicate to influence

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

Mainstream diversity

Diversity is more than a representative workforce. Forward-thinking organizations mainstream diversity through their business practices, from recruitment strategies to procurement policies. For example, RBC has joined many other large organizations in establishing diversity criteria for hiring suppliers (Cukier, 2010). While broader analysis is required, there are anecdotal examples of how addressing diversity can help grow an audience or market, or provide access to new revenue sources.

Develop and sustain excellent human resources practices

Across sectors, organizations are reaching out to diverse communities, putting in place supports to recruit, develop and retain diverse talent. Diversity training is an important part of good human resources policies, as is mentoring and developing informal networks for diverse talent. Fair and transparent human resources processes are critical.

Develop the pipeline

Successful organizations think ahead, focusing on succession planning and building a qualified pool of diverse leadership candidates. Whether for boards or executive positions, developing the pipeline is a critical component of an effective diversity strategy. For example, media organizations can consider diversity when establishing internships, scholarships and writers' programs.

Count: what gets measured gets done

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

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

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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%
Peel (Total)	576,665	1,154,070	50%
Mississauga	326,425	665,655	49%
Brampton	246,150	431,575	57%
Caledon	4,090	56,840	7.2%
York (Total)	329,955	887,345	37%
Georgina	1,655	41,930	4%
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%
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%
Pickering	26,685	87,360	30.6%
Ajax	32,005	89,835	35.6%
Whitby	18,730	110,455	17%
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%

Source: Statistics Canada (2008). Community Profiles. Retrieved on August 7, 2008 from: <http://www12.statcan.ca/english/census06/data/profiles/community/index.cfm?Lang=E>

Appendix 2: Largest for-profit (non-Crown) corporations in the Greater Toronto Area

Name of Organization	2009 Revenue ('000)	Boards of Directors Information	Senior Executive Information	Under 50% collected**
1 Royal Bank of Canada, Toronto	\$37,566,000	X	X	
2 Manulife Financial Corp., Toronto	\$33,003,000	X	X	
3 George Weston Ltd., Toronto	\$32,088,000	X		
4 Onex Corp., Toronto	\$26,881,000	X	X	
5 The Toronto-Dominion Bank, Toronto	\$25,721,000	X	X	
6 Magna International Inc., Aurora,	\$25,292,168	X		
7 Wal-Mart Canada Corp., Mississauga	\$16,600,000		X	33% (MGT)
8 Sun Life Financial Inc., Toronto	\$15,563,000	X	X	
9 Brookfield Asset Management Inc., Toronto	\$13,681,074	X	X	
10 Canadian Imperial Bank of Commerce, Toronto	\$12,670,000	X	X	
11 Honda Canada Inc., Toronto	\$11,500,000		X	
12 Direct Energy Marketing Ltd., Toronto	\$11,396,905	X	X	
13 Rogers Communications Inc., Toronto	\$11,335,000	X	X	
14 Nortel Networks Corp., Toronto	\$11,119,207	X	X	
15 Shoppers Drug Mart Corp., Toronto	\$9,422,911	X		
16 Canadian Tire Corp. Ltd., Toronto	\$9,121,300	X	X	
17 Gerdau Ameristeel Corp., Whitby,	\$9,099,888	X	X	45% (BOD)
18 Barrick Gold Corp., Toronto	\$8,443,171	X	X	
19 Ford Motor Co. of Canada Ltd., Oakville	\$8,302,327		X	
20 Fairfax Financial Holdings Ltd., Toronto	\$8,193,599	X		
21 Home Depot Canada, Toronto	\$6,100,000		X	
22 Sears Canada Inc., Toronto	\$5,733,200	X		
23 IBM Canada Ltd., Markham	\$5,406,000		X	
24 Maple Leaf Foods Inc., Toronto	\$5,242,602	X	X	
25 Hewlett-Packard (Canada) Co., Mississauga	\$5,204,550			0%
26 ING Canada Inc., Toronto	\$4,131,700	X	X	
27 Aviva Canada	\$3,473,415			0%
28 Russel Metals Inc., Mississauga,	\$3,366,200	X	X	
29 General Motors Acceptance Corp. of Canada Ltd., Toronto	\$3,122,507	X	X	
30 Siemens (Canada), Mississauga	\$2,600,000		X	
31 Nissan Canada Inc., Mississauga	\$2,344,000			0%
32 PepsiCo (Canada), Mississauga,	\$2,248,169	X		

Appendix 2: *(continued)*

Largest for-profit (non-Crown) corporations in the Greater Toronto Area

Name of Organization	2009 Revenue ('000)	Boards of Directors Information	Senior Executive Information	Under 50% collected**
33 Microsoft Canada Co., Mississauga	\$2,219,759		X	
34 Tim Hortons Inc., Oakville	\$2,043,693	X	X	
35 Cinram International Income Fund, Toronto	\$2,027,415	X		
36 GlaxoSmithKline Inc., Mississauga	\$1,998,598	X	X	
37 FirstService Corp., Toronto	\$1,881,732	X	X	
38 Aecon Group Inc., Toronto	\$1,876,986	X	X	
39 Royal & SunAlliance Canada, Toronto	\$1,874,043		X	
40 Cott Corp., Mississauga	\$1,755,226	X		
41 Energy Savings Income Fund, Toronto	\$1,738,690	X	X	
42 Kinross Gold Corp., Toronto	\$1,725,339	X	X	
43 Sherritt International Corp., Toronto	\$1,611,600	X		
44 Kingsway Financial Services Inc., Mississauga	\$1,574,458	X		(44%)
45 Torstar Corp., Toronto	\$1,536,034		X	
46 Unilever Canada Inc., Toronto	\$1,519,822			(0%)
47 CI Financial Income Fund, Toronto	\$1,511,912	X		
48 Cadillac Fairview Corp., Toronto	\$1,501,000	X	X	
49 Wolseley Holdings Canada Inc., Burlington	\$1,376,397	X		
50 MDS Inc., Mississauga, Ont.	\$1,350,505	X	X	
51 Softchoice Corp., Toronto	\$1,327,662		X	
52 Dundee Corp., Toronto	\$1,175,864	X	X	30% (MGT)
53 Yamana Gold Inc., Toronto	\$1,125,265	X		45% (BOD)
54 KPMG LLP, Toronto	\$1,122,022		X	
55 BFI Canada Income Fund, Toronto	\$1,117,030	X	X	
56 Bird Construction	\$1,036,288		X	
57 Norbord Inc., Toronto	\$1,006,181	X	X	
58 Samuel Manu-Tech Inc., Toronto	\$989,730	X		
59 E.I. du Pont Canada Co., Mississauga	\$967,769		X	
60 Sino-Forest Corp., Mississauga,	\$961,681	X	X	
61 Iamgold Corp.	\$953,800	X	X	
62 Inmet Mining Corp., Toronto	\$944,865	X	X	
63 Ernst & Young LLP, Toronto	\$856,000		X	
64 Vitran	\$775,001	X	X	
65 PPG Canada	\$753,849	X		

Appendix 2: (continued)

Largest for-profit (non-Crown) corporations in the Greater Toronto Area

Name of Organization	2009 Revenue ('000)	Boards of Directors Information	Senior Executive Information	Under 50% collected**
66 Patheon Inc.	\$736,616	X	X	
67 Fraser Papers Inc., Toronto	\$734,736	X		
68 AGF Management Ltd., Toronto	\$725,570	X	X	
69 Johnson Controls Ltd., Markham	\$560,000	X	X	
70 The Independent Order of Foresters, Toronto	\$377,891		X	
71 General Motors of Canada Ltd., Oshawa	N/A	X		
72 Oxford Properties Group Inc., Toronto	N/A		X	
73 The Boiler Inspection and Insurance Co. of Canada, Toronto	N/A		X	
Totals		52	52	

Source: Financial Post Magazine. (2010). Financial Post 500. Retrieved on May 17, 2010, from : <http://www.financialpost.com/magazine/fp500/list.html?page=1>

****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 3: Information collected from 20 of the largest voluntary sector organizations in the Greater Toronto Area

	Name of voluntary sector organization	2008-2009 Revenue \$	Information on boards of directors	Information on senior executives	Under 50% identified
1	World Vision Canada	381,831,725	X	X	
2	YMCA of Greater Toronto	164,841,027	X		
3	United Way of Greater Toronto	135,249,262	X	X	
4	The Salvation Army Territorial Headquarters	133,672,469		X	
5	Princess Margaret Hospital Foundation	131,433,505	X	X	
6	Heart and Stroke Foundation of Ontario	122,303,005	X	X	
7	The Nature Conservancy of Canada	122,155,664	X	X	
8	The Canadian National Institute for the Blind (Ontario)	119,378,994	X		
9	Hospital for Sick Children Foundation	108,715,394	X	X	
10	Plan International Canada	106,532,510	X		
11	Canadian Diabetes Association	75,407,204		X	
12	UNICEF Canada	71,632,565	X	X	
13	Toronto General & Western Hospital Foundation	63,408,974	X	X	
14	Community Living Toronto	63,029,080		X	
15	Canadian Cancer Society	56,666,516	X	X	
16	Mount Sinai Hospital Foundation of Toronto	47,438,390	X	X	
17	Sunnybrook Health Sciences Centre Foundation	42,610,446	X		
18	Goodwill Industries of Toronto	30,218,541		X	
19	MaRS Discovery District	29,365,234	X	X	
20	York University Foundation	16,681,817	X	X	

Source: Charitable organizations and foundations were selected based on revenue reported to the Canada Revenue Agency (<http://www.cra-arc.gc.ca/tx/chrts/menu-eng.html>). Charities which were ethno-cultural 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 than 50% of the senior executives or board of directors were excluded.

Appendix 4: Provincial agencies, boards, and commissions

Ontario agencies, boards, and commissions		2009 Revenue (in millions)
1	Ontario Pension Board	17,312
2	Ontario Lottery and Gaming Corp. (OLG)	6,427
3	Ontario Power Generation Inc	6,082 (2008)
4	Hydro One	4,597
5	Liquor Control Board of Ontario	4,297
6	Ontario Electricity Financial Corporation	3,923
7	Toronto Central Local Health Integration Network	4,054.80
8	The Workplace Safety and Insurance Board	1,395
9	Mississauga Halton Local Health Integration Network	1,095
10	Cancer Care Ontario	693.8
11	Legal Aid Ontario	337
12	GoTransit	500.1
13	Ontario Infrastructure Projects Corporation (Infrastructure Ontario)	89
14	Independent Electricity System Operator (IESO)	134.4 (2008)
15	Ontario Clean Water Agency	132.5 (2008)
16	Ontario Trillium Foundation	117.2
17	Ontario Securities Commission	68.6
18	Toronto Waterfront Revitalization Corporation	130.8
19	Royal Ontario Museum	63.6
20	The Ontario Educational Communications Authority	63
21	Ontario Realty Corporation	66.9
22	Ontario Power Authority	53.4 (2008)
23	Metropolitan Toronto Convention Center Corporation	55.8
24	Ontario Energy Board	55.8
25	Education Quality and Accountability Office	32.3
26	Deposit Insurance Corporation of Ontario	23.2 (2008)

Source: Ministry of Finance, "Public Accounts of Ontario 2008-2009: Financial Statements of Agencies, Boards, and Commissions."



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.

Over three years we will work to build 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.

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

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

EXPAND OUR NETWORKS

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

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

ADVANCE OUR KNOWLEDGE

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

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

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
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The Greater Toronto
Leadership Project go to:
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DIVERSECITY: THE GREATER TORONTO LEADERSHIP PROJECT IS AN INITIATIVE OF MAYTREE AND THE TORONTO CITY SUMMIT ALLIANCE.



Maytree is a private foundation that promotes equity and prosperity through leadership building.

Toronto City Summit Alliance



The Toronto City Summit Alliance is a multi-sector leadership coalition working to address the Toronto region's challenges.



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