



**Visible Minorities and Women in Senior Leadership Positions:
London, Hamilton and Ottawa**

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Executive Summary

This study investigated the level of visible minority representation in leadership positions in the municipal public and not-for-profit sectors in the cities of London, Hamilton and Ottawa. In addition, it examined the representation of female visible minorities and of women overall in these positions. Results were analyzed separately for the following sectors: voluntary, municipal public, and education sectors, as well as municipal and provincial agencies, boards and commissions.

A team of researchers trained on the Statistics Canada definition of visible minorities independently examined captioned, publicly available photographs and biographical notes of identified sector leaders to assess their visible minority status and gender. In total, 2,415 leaders were analyzed for their visible minority status and 2,500 leaders were analyzed for their gender. The following figures summarize the results.

Representation of Visible Minorities in Leadership Positions

Figure 1. Representation of visible minorities in leadership positions in London

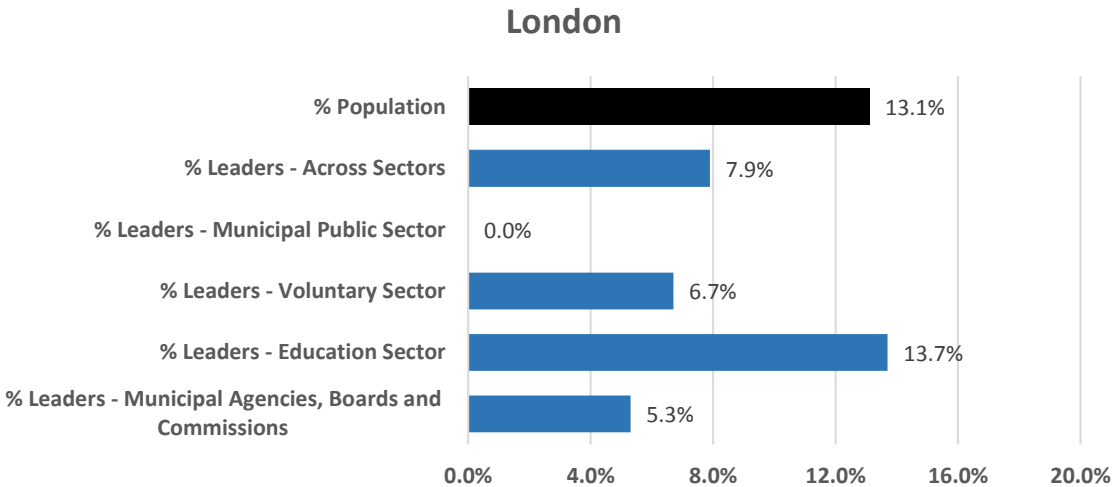


Figure 2. Representation of visible minorities in leadership positions in Hamilton

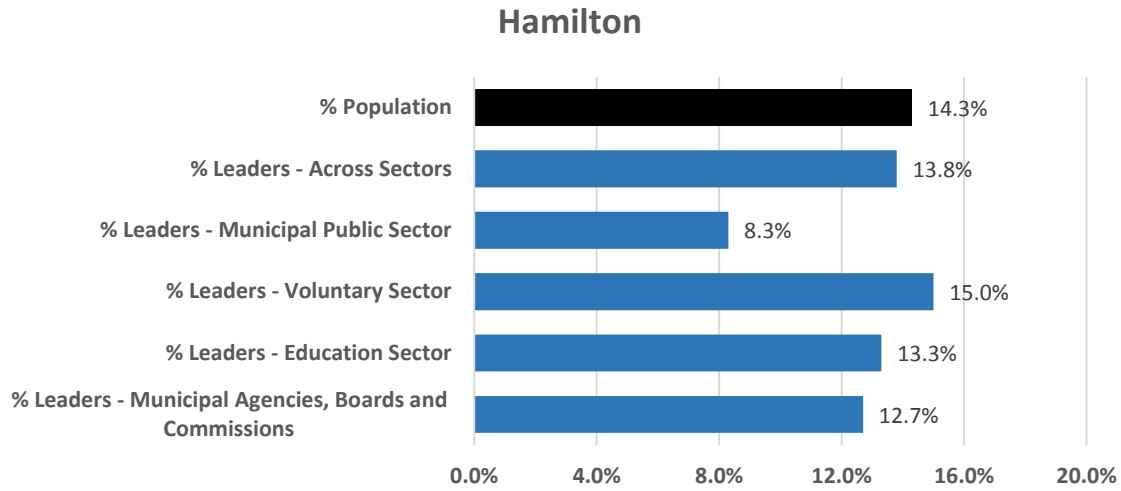
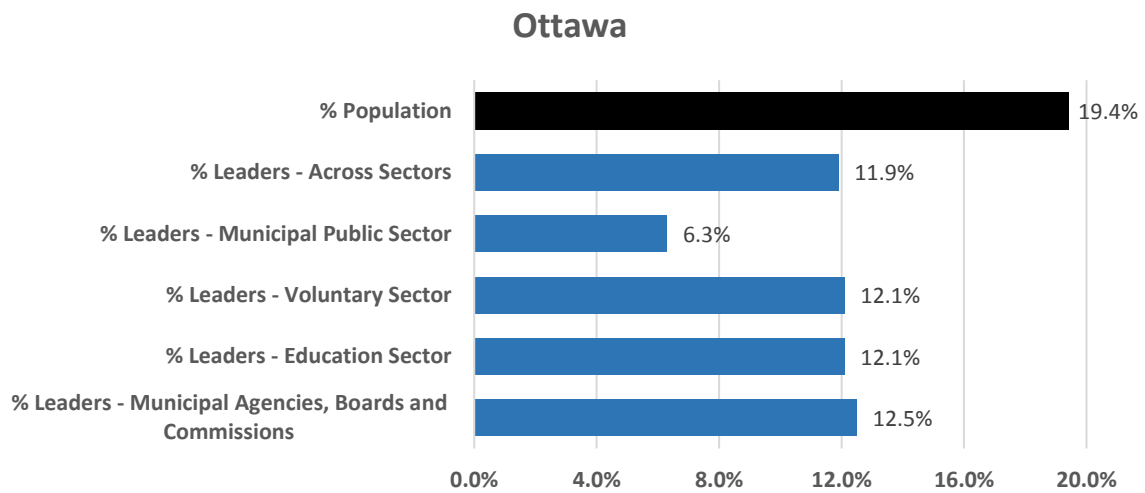


Figure 3. Representation of visible minorities in leadership positions in Ottawa



Representation of Female Visible Minorities in Leadership Positions

Figure 4. Representation of female visible minorities in leadership positions in London

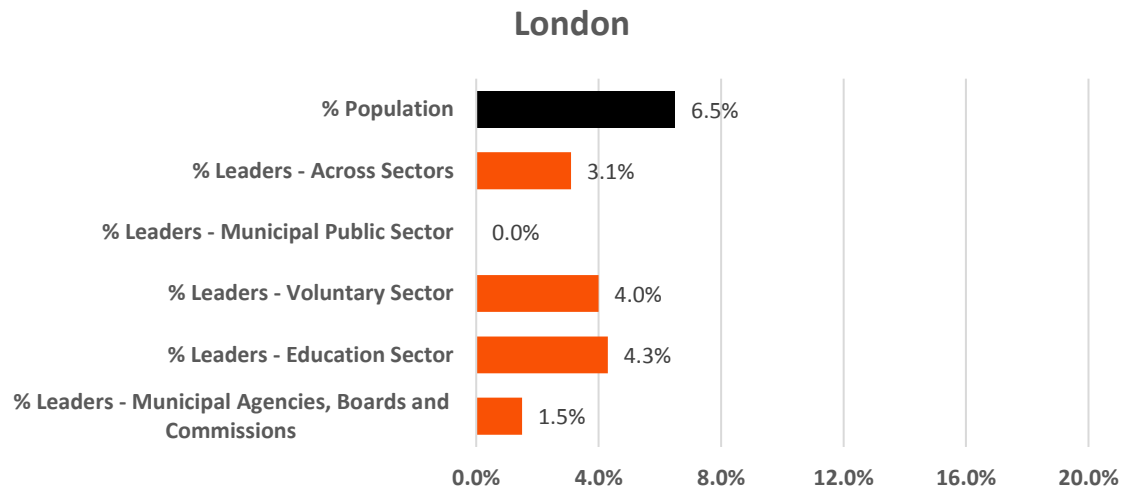


Figure 5. Representation of female visible minorities in leadership positions in Hamilton

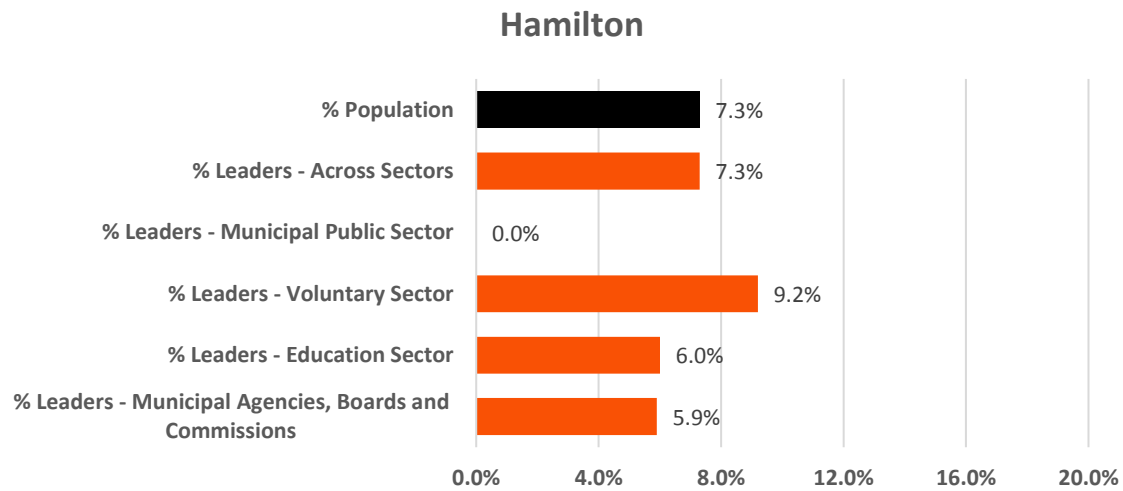
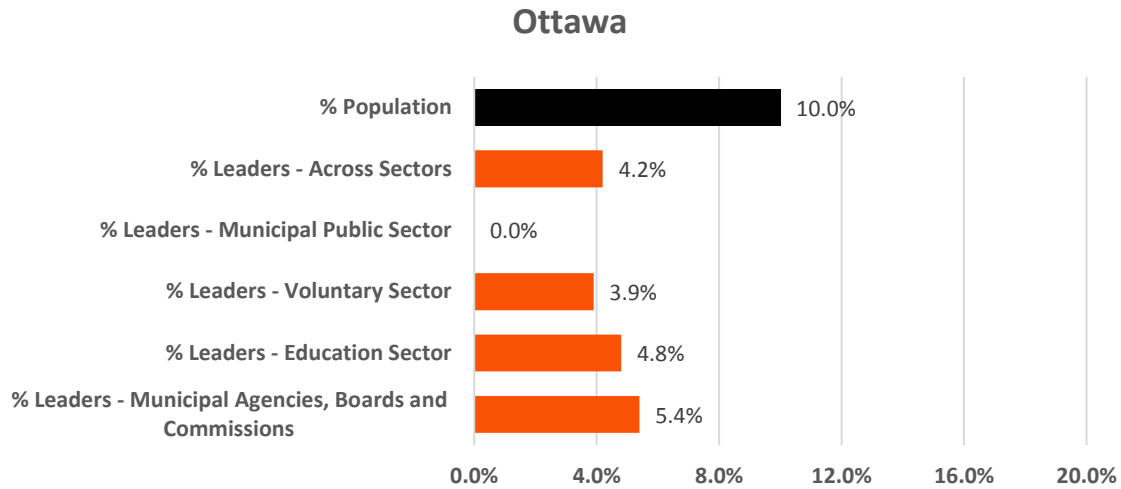


Figure 6. Representation of female visible minorities in leadership positions in Ottawa



Representation of Women in Leadership Positions

Figure 7. Representation of women in leadership positions in London

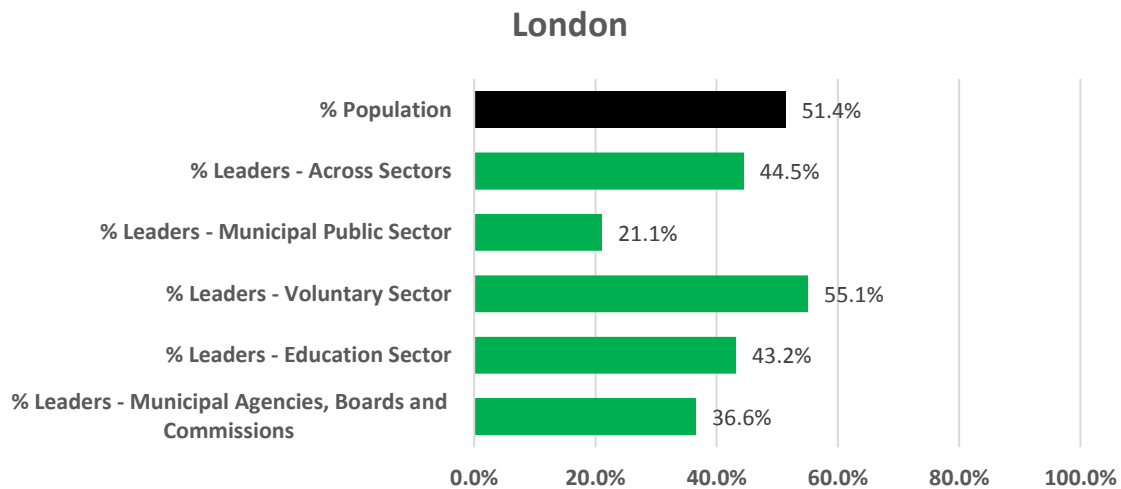


Figure 8. Representation of women in leadership positions in Hamilton

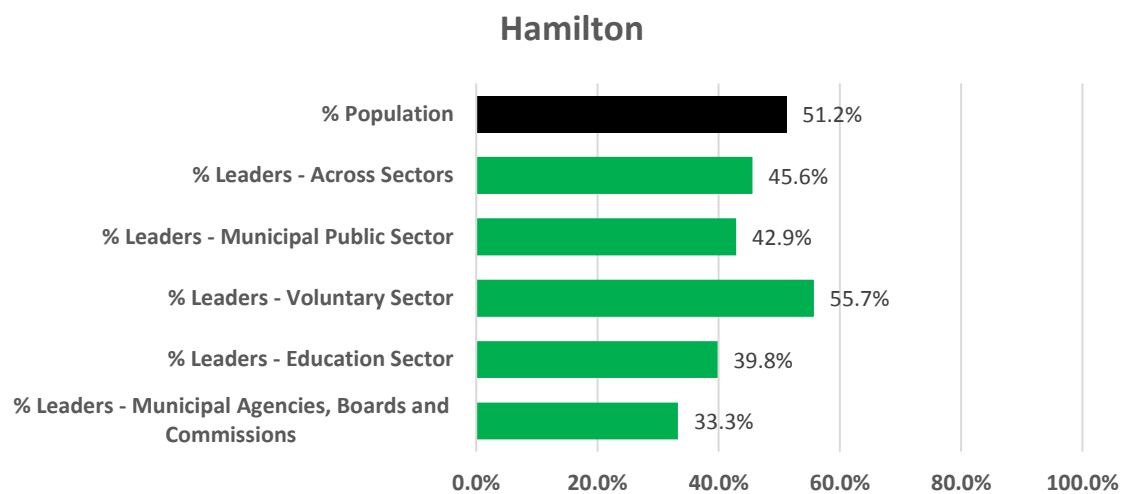
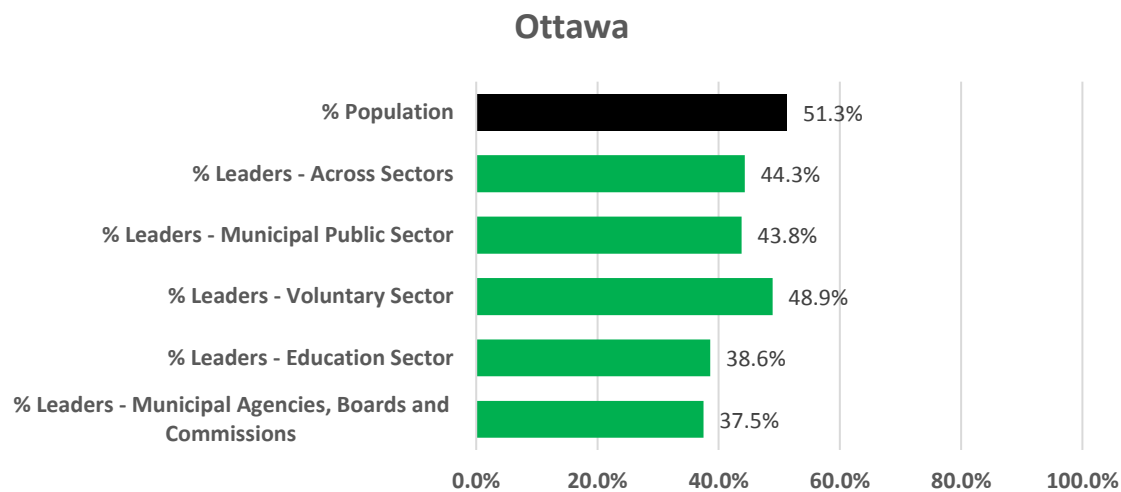
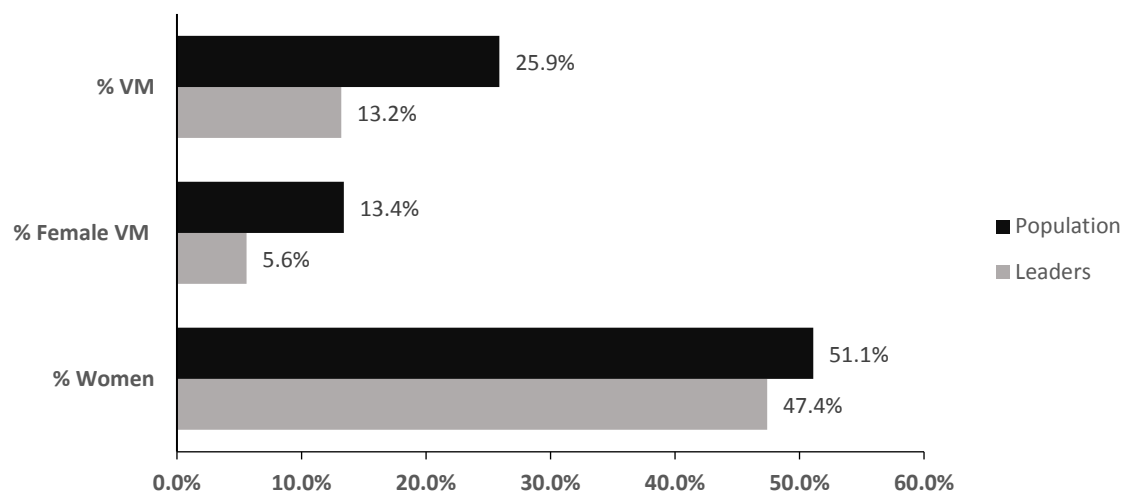


Figure 9. Representation of women in leadership positions in Ottawa



Representation of Visible Minorities, Female Visible Minorities and Women in Provincial Agencies, Boards and Commissions in Ontario

Figure 10. Representation of visible minorities, female visible minorities and women in Provincial Agencies, Boards and Commissions in Ontario



In terms of the representation of visible minorities and female visible minorities in leadership positions, Hamilton had the most equitable representation, with London and Ottawa demonstrating relatively poor representation. In addition, across the three cities, the municipal public sector had the poorest representation of visible minorities and of female visible minorities of all sectors analyzed. At the provincial level, visible minorities and female visible minorities also tended to be especially underrepresented in Ontario's agencies, boards and commissions.

The representation of women in leadership positions in all three cities tended to be more equitable, though all cities showed some underrepresentation.

We hope that this research will serve as a baseline of comparison in future years and that it will encourage organizations to reach their full potential through improving the inclusion of visible minorities and women in their most important decision-making positions.

Context

In many affluent countries such as Canada, immigrants represent the fastest growing segment of the population. Data from the Canadian National Household Survey in 2011 revealed that, between 2006 and 2011, Canada's foreign born population increased by 15.8% - three times greater than the overall growth of the Canadian population during the same period of time (5.9%; Statistics Canada, 2015). Among those immigrants who arrived in Canada between 2006 and 2011, approximately three quarters (78%) belonged to a visible minority group. According to Malefant, Lebel and Martel (2010), Canada's foreign-born population will reach between 25% and 28% and visible minorities will represent between 29% and 32% of all Canadians by 2031. In light of the growing ethnocultural diversity of Canada, many questions arise regarding the integration of minority groups in Canadian society. For example, the following questions are particularly important: What is the level of representation of visible minorities in leadership positions in Canada? What about the level of representation of visible minority women (versus men) in leadership positions? Is it important to have diversity in leadership in Canada? If so, what are some of the barriers to diversity in leadership? The following sections review the extant research that attempts to provide answers to some of these questions, leading to the rationale for the current study.

Diversity in Leadership

According to the literature, the level of representation of visible minorities in leadership positions in Canada is low and that of visible minority women is almost invisible (Ocampo, 2015). For example, within the Canadian working population of 2001, only 8.2% of visible minorities held senior manager positions (Teelucksingh & Galabuzi, 2005). In 2014, only 3.4% of top executives in Canada were members of visible minorities (Lamontagne, 2014); only a fraction of them were women.

In recent studies conducted by the Diversity Institute at Ryerson University, researchers have found a similar pattern of results, with visible minorities and women severely underrepresented in leadership positions (Cukier et al., 2013). For example, in the highly diverse metropolitan city of Montreal, in 2012 - 2013 the researchers found that, overall, only 5.9% of senior leaders were visible minorities, although visible minorities accounted for 22.5% of the general population of Greater Montreal. The researchers also found that only 31.2% of senior leaders were women, although women accounted for 51.7% of the population. Most concerning, the results showed that only 1.9% of senior leaders were visible minority women, although visible minority women accounted for 11.5% of the population. Visible minority women had the highest leadership representation in government agencies, boards and commissions (4.8%), and the lowest representation in the municipal public sector (0.6%) and the corporate sector (0.2%).

In a similar study conducted in 2013 - 2014 by the Diversity Institute at Ryerson University, researchers measured the level of representation of women and visible minorities in senior leadership roles in the Greater Toronto Area (Diversity Institute, 2014). The results showed that only 12.8% of senior leaders were visible minorities, although visible minorities accounted for 53.7% of the population in the study area of the GTA. Similarly, only 32.5% of senior leaders were women although women accounted for 51.5% of the population in the study area of the GTA. Most concerning, the representation of visible minority women in senior leadership positions was significantly less than that of non-visible minority women. Overall, the ratio of non-visible minority women to visible minority women was 6:1 across all sectors analysed in the study area of the GTA.

The study described above also provided researchers with a five-year perspective on the progress of visible minorities and women in senior leadership roles in the Greater Toronto Area. Overall, the representation of visible minorities in senior leadership positions outside of the private sector increased from 11.6% in 2009 to 12.8% in 2014. The representation of women in senior leadership positions increased from 30.6% in 2009 to 32.5% in 2014. Although this represents an increase in the level of diversity in leadership positions over the five-year period, the increase is quite modest.

Benefits of Diversity in Leadership

Why should diversity in leadership matter in the first place? There are several reasons why diversity in leadership is important. A scan of the literature conducted by Ryerson University's Diversity Institute found that in the public sector, for example, diversity in leadership is important because it ensures that a broad range of perspectives are included in the decision-making process (Cukier & Yap, 2009). Equally important, diversity in leadership signals an equal access to power to all citizens (Evans et al., 2007). In the voluntary sector, diversity in leadership is important because it ensures that the diverse needs and interests of clients, volunteers and stakeholders are being understood and addressed (Guo & Musso, 2007). Diversity in leadership also has a positive effect on fundraising activities, an essential component for a primarily funding-based sector such as the voluntary sector (HR Council, 2012). In the education sector, diversity in leadership is important because it inspires the next generation of leaders and provides this generation with the capacity and motivation to participate in a heterogeneous and complex society (Gurin, Nagda, & Lopez, 2004). Finally, in the corporate sector, diversity in leadership is important because it is directly correlated with the bottom line. According to the Conference Board of Canada (2008), a diverse leadership in the corporate sector provides access to new domestic and global markets; helps organizations attract and retain the best talent; supports innovation; improves financial and organizational performance; and promotes social inclusion by providing diverse role models to inspire and shape the development of the next generation.

Barriers to Diversity in Leadership

Despite these benefits of diversity in leadership, the literature also shows that the level of diversity in leadership in many organizations is modest. What are some of the barriers to diversity in leadership? According to a recent scan of the literature (see Cukier, Yap, Holmes, & Rodrigues, 2013), barriers to diversity in leadership can be found at a societal, organizational and individual level. At a **societal level**, barriers include, for example, social stereotypes. As long as the media perpetuates stereotypes of leaders as white and male, it will be difficult for visible minorities and women to advance to such leadership positions, to be perceived as viable candidates (Wilson, 2004; Catalyst, 2007). At an **organizational level**, one of the main barriers for visible minorities to advance to leadership positions is the lack of mentors or role models and the lack of formal networks to access job leads (Catalyst, 2002). Other barriers include racism, stereotyping and negative attitudes toward the skills of visible minorities (Bennett-AbuAyyash & Lapshina, 2014; Shih, 2002). In the case of immigrant visible minorities, non-recognition of foreign credentials and a lack of language proficiency are also problematic (Samuel, 2006). In the case of women, a major barrier to leadership positions is the nature of the managerial culture itself in organizations, a culture which is mainly built on masculine norms and values. Because of these hurdles, women are held to higher standards than men when being considered for leadership positions (Heilman & Okimoto, 2007). Furthermore, many times women are also faced with the double burden of professional and domestic demands. Without family friendly policies in organizations, women have a difficult time reconciling the conflicts that can arise between the domestic and professional realm (Wood & Newton, 2006). At an **individual level**, many studies have identified that, sometimes, the very behaviours of visible minorities and women may prevent them from being promoted to leadership positions. For example, according to the literature, women are less likely to engage in leadership behaviours such as promoting themselves, asserting themselves and negotiating (Bowles & McGinn, 2005; Bowles, Babcock, & Lai, 2007). Furthermore, even when women do engage in such behaviors, they are not always perceived in a positive way because of the lack of congruence between the leadership role (based on male values and norms) and the female gender role (Eagly & Karau, 2002). In the case of visible minorities born outside of Canada, one of the main barriers to leadership positions at an individual level is cultural background. Indeed, the cultural background of visible minorities may not necessarily encourage behaviours valued in the Canadian work place, such as assertiveness and self-promotion. Instead, visible minorities may be more inclined to talk modestly about themselves, their skills and successes, emphasizing the importance of group effort rather than their individual contribution (Clark & Molinsky, 2014).

This is compatible with the research finding that cultures can differ significantly in their collectivistic/individualistic orientation. For example, in highly collectivistic cultures such as South America, Pakistan, Korea, Japan and Taiwan, employees prefer to work in teams and are concerned about the integrity of these teams; thus, employees prioritize group goals over

personal goals and develop intense emotional attachments to the group. In contrast, in highly individualistic cultures such as the USA, Canada, Australia and England, employees prefer personal autonomy and independence and prioritize personal goals over group goals. They are less likely to develop strong emotional attachments to the group (Erez, 2000). Because of these differences, it is reasonable to expect that an employee from a collectivist culture may be more inclined to talk modestly about his or her accomplishments and emphasize group effort in comparison to an employee from an individualistic culture.

The Current Study

Previous research on the representation of visible minorities at the leadership level in Canada has focused primarily on large metropolises such as Toronto and Montreal, with far less attention paid to medium-size cities such as London, Hamilton or Ottawa. This is not surprising given that slightly over three-fifths (62%) of the recent immigrants who arrived in Canada between 2006 and 2011 chose to settle in the three largest census metropolitan areas – Toronto, Montreal and Vancouver (NHS, 2011). These three large metropolitan areas have a long history of immigration in comparison to mid-sized cities such as London, Hamilton or Ottawa. Nevertheless, mid-sized cities in Canada are keen to share the benefits that immigrants can bring to their communities, such as boosting their local economies and renewing their population. To do so, mid-size cities need to successfully attract and integrate immigrants. One way to accomplish this is by providing immigrants with a welcoming environment, with an environment embracing diversity at all levels, including diversity at the leadership level. Thus, the main goal of the current study was to provide a profile of the representation of visible minorities in leadership positions in London, Hamilton and Ottawa. As an additional goal, the study also looked at the representation of women in leadership positions in these three cities.

According to the 2011 National Household Survey, visible minorities account for 13.1% of the population in London, 14.3% in Hamilton, and 19.2% in Ottawa. Women account for 51.4% of the population in London, 51.2% in Hamilton, and 51.3% in Ottawa. At the initiation of this study, anecdotal evidence suggested that the leadership of organizations in the cities of Ottawa, Hamilton, and London were not representative of their population's diversity, but no data were available to confirm this. Thus, Pillar Nonprofit Network, in partnership with the Pathways to Prosperity Partnership, aimed to assess the level of representation of visible minorities and women in leadership roles in the municipal public and non-profit sectors in these three cities. In addition to their importance in their own right, these data will be useful as a baseline for the DiverseCity OnBoard program which was launched in Ottawa, Hamilton, and London in 2015. The DiverseCity OnBoard program originated in Toronto in response to the noted lack of diversity at public agencies, boards and commissions in the Greater Toronto Area. It has since expanded to an award winning, national program. This program seeks to increase the representation of visible minorities in leadership positions by connecting qualified visible minorities and under-

represented immigrants to agencies, boards, and commissions in the public and nonprofit sectors. The findings of this report will act as a baseline to assess changes in visible minority and women representation in subsequent years, as well as to measure the impact of the DiverseCity OnBoard program in the future.

In this study, we were interested in investigating the level of diversity in leadership in the cities of London, Hamilton and Ottawa and, in particular, we were interested in the following sectors: voluntary, municipal public, and education, municipal and provincial agencies, boards and commissions. The sectors were selected in consultation with the Pillar Nonprofit Network. The sectors were also selected by taking into account the type of sectors previously investigated by the Diversity Institute at Ryerson University. The aim was to focus on similar sectors so that there would be a basis for future comparisons. The one sector not covered by our study but covered by the Diversity Institute was the corporate sector.

Methodology

We adapted the methodological approach developed by the Diversity Institute at Ryerson University to investigate leadership diversity (Cukier et al., 2013; Diversity Institute, 2014). In particular, a team of researchers, trained on the Statistics Canada definition of visible minorities, independently examined captioned, publicly available photographs and biographical notes of identified sector leaders (see below) to assess their visible minority status and gender. All photographs and biographical notes were coded by two independent raters to ensure reliability. Inter-coder reliability was high at 96%. When there was any uncertainty or a difference of opinion, another coder reviewed the photographs and biographical notes.

Sample

In total, 2,782 leaders were identified. From these, 282 leaders did not have information to allow their coding in terms of visible minority status and gender. Photographs were available for $n = 2,425$. The visible minority status (VM) was coded based on photographs only. However, 10 photographs were black and white and could not be used to determine VM status. Therefore, VM status was determined for 2,415 sector leaders. Gender was coded based on photographs or biographical information. In particular, for 2,425 cases, gender was coded based on photographs and for 75 cases, gender was coded based on biographical information because no photograph was available. Thus, 2,500 cases were coded for gender in total.

Selection of Municipal Public Sector Leaders

Municipal executives were selected according to each municipality's own definition of its most senior public service members. This list was complemented with other top paying municipal positions according to Ontario's 2014 Public Sector Salary Disclosure.

Selection of Voluntary Sector Leaders

Charities and foundations located in London, Hamilton and Ottawa were rank ordered based on revenue reported to the Canada Revenue Agency for 2015. Among these, the largest charities and foundations were selected for analysis for each city. Ethno-cultural charities and organizations were excluded because their membership is often dominated, by definition, by specific ethnic groups. Leaders included members of the senior management and of the board of directors of each eligible organization.

Selection of Education Sector Leaders

Executives and board members (Presidents, Vice Presidents, Provosts and Vice Provosts) of the following colleges and universities were selected for each city. In London, we focused on Western University, Brescia University College, Huron College, King's University College, and Fanshawe College of Applied Arts & Technology. In Hamilton, we focused on McMaster University

and Mohawk College. Finally, in Ottawa, we focused on University of Ottawa, Carleton University, Algonquin College, La Cite Collegiale, and Saint Paul University.

Municipal and Provincial Agencies, Boards and Commissions

The list of municipal agencies, boards, and commissions (ABCs) was obtained from each city's official website. For the list of Ontario ABCs, we started with the list used by the Diversity Institute at Ryerson University in their investigation of leadership diversity in the Greater Toronto Area in 2009 (Cukier & Yap, 2009). This list was supplemented with 53 more Ontario ABCs. Leaders included members of the senior management and the board of directors.

Results

London

Across sectors, our total sample size for London was 471 leaders, of whom 418 were able to be coded for their visible minority status and their visible minority status broken down by gender (see Table 1) and 421 were able to be coded for gender (see Table 2). The results showed that only 7.9% of senior leaders were visible minorities, although visible minorities account for 13.1% of the population of London (NHS, 2011) (see Figure 10). Similarly, only 3.1% of senior leaders were female visible minorities, although female visible minorities account for 6.5% of the population of London (NHS, 2011) (see Figure 11). The results also showed that only 45% of senior leaders were women, although women account for 51.4% of the population of London (NHS, 2011) (see Figure 12).

As can be observed in Table 1 and Figure 10, the education sector had the highest percentage of visible minorities (13.7%) in leadership positions, whereas the municipal public sector had the lowest (0%). The voluntary sector is situated somewhere in between these two extremes with a 6.7% representation of visible minorities in leadership positions. In terms of female visible minorities, the education (4.3%) and voluntary (4%) sectors had the highest percentage in leadership positions, whereas the municipal public sector (0%) and the municipal agencies, boards and commissions (1.5%) had the lowest (see Table 1 and Figure 11). As can be observed in Table 2 and Figure 12, the voluntary sector had the highest representation of women in leadership positions (55.1%), whereas the municipal public sector had the lowest (21.1%).

Table 1. Summary of the representation of visible minorities and female visible minorities in senior leadership positions by sector in London, Ontario

Sector	Total Sample	Number Analyzed for VM and Gender	Total VM Leaders	% VM Leaders	Total Female VM Leaders	% Female VM Leaders
Municipal Public Sector	19	19	0	0%	0	0%
Voluntary Sector	174	149	10	6.7%	6	4%
Education Sector	120	117	16	13.7%	5	4.3%
Municipal Agencies, Boards and Commissions	158	133	7	5.3%	2	1.5%
Total	471	418	33	7.9%	13	3.1%

Table 2. Summary of the representation of women in senior leadership positions by sector in London, Ontario

Sector	Total Sample	Number Analyzed for Gender	Total Female Leaders	% Female Leaders
Municipal Public Sector	19	19	4	21.1%
Voluntary Sector	174	156	86	55.1%
Education Sector	120	118	51	43.2%
Municipal Agencies, Boards and Commissions	158	134	49	36.6%
Total	471	427	190	44.5%

Figure 11. Percentage of visible minorities in senior leadership positions by sector in London, Ontario

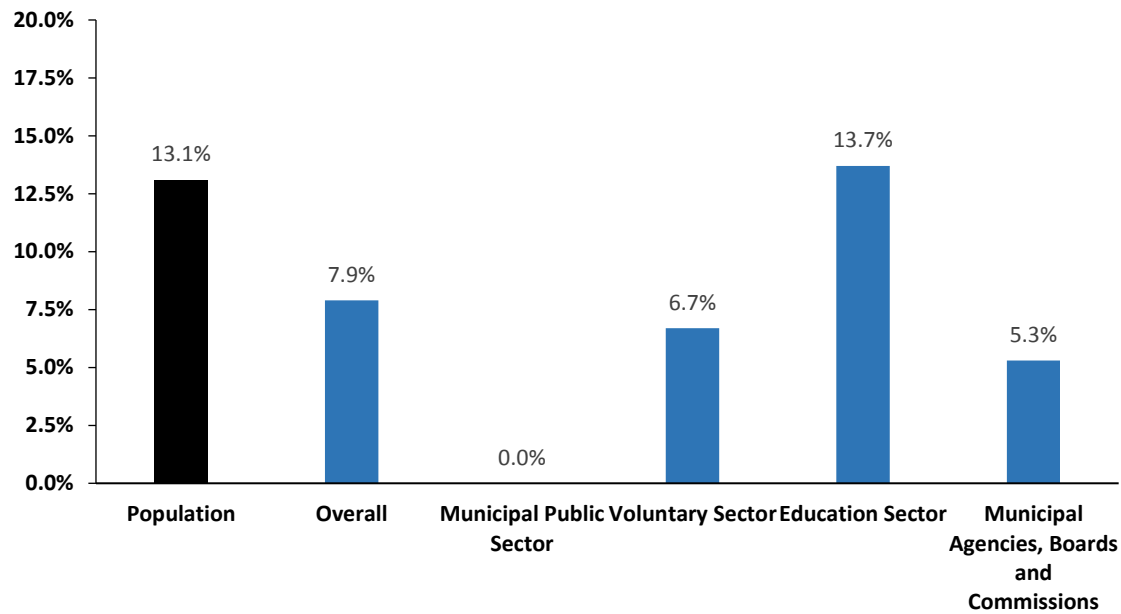


Figure 12. Percentage of female visible minorities in senior leadership positions by sector in London, Ontario

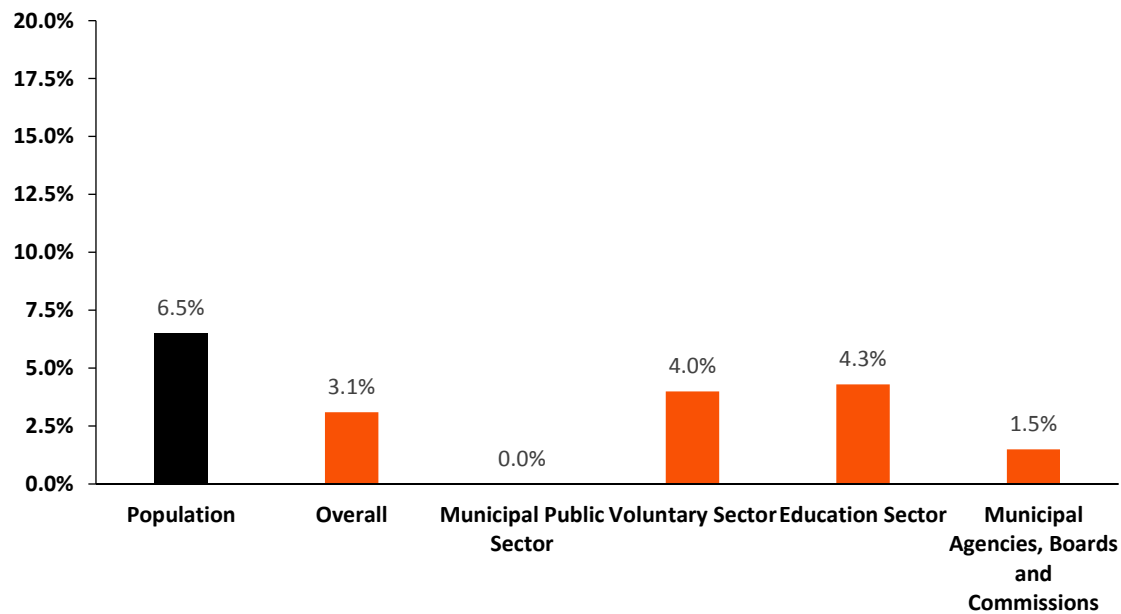
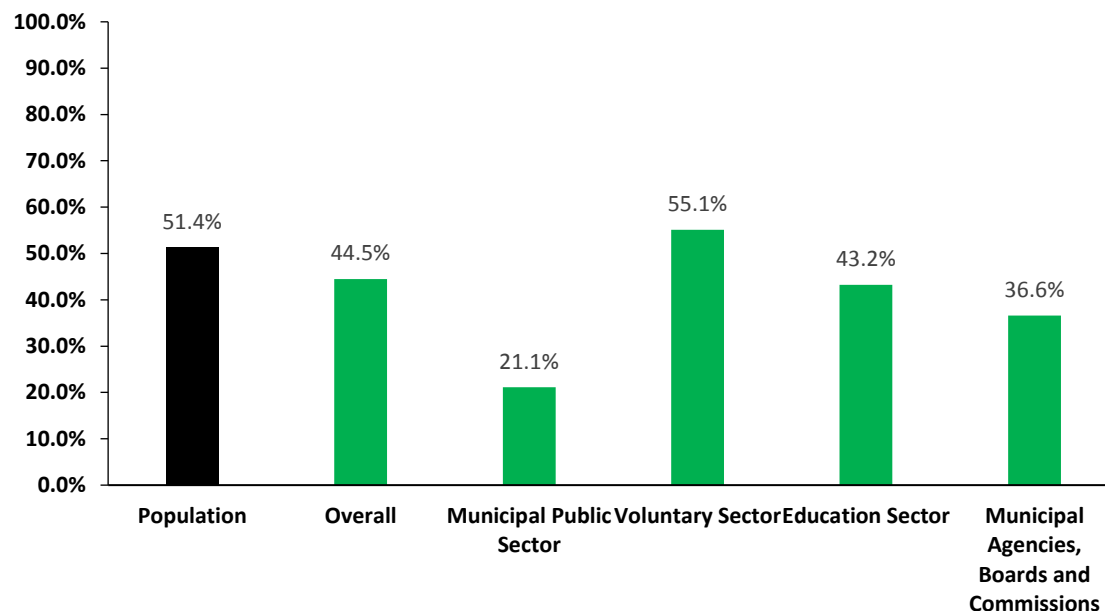


Figure 13. Percentage of women in senior leadership positions by sector in London, Ontario



Hamilton

Across sectors, our total sample size for Hamilton was 438 leaders, of whom 370 were able to be coded for their visible minority status and their visible minority status broken down by gender (see Table 3) and 373 were able to be coded for gender (see Table 4). The results showed that 13.8% of senior leaders were visible minorities, quite close to the 14.3% of the population of Hamilton who are visible minorities (NHS, 2011) (see Figure 13). Similarly, 7.3 % of senior leaders were female visible minorities and female visible minorities account for 7.3% of the population of Hamilton (NHS, 2011) (see Figure 14). The results also showed that only 46% of senior leaders were women, although women account for 51.2% of the population of Hamilton (NHS, 2011) (see Figure 15).

As can be observed in Table 3 and Figure 13, the voluntary sector had the highest percentage of visible minorities (15%) in leadership positions, whereas the municipal public sector had the lowest (8.3%). In terms of female visible minorities, the voluntary sector had the highest percentage of leadership positions (9.2%) whereas the municipal public sector had the lowest (0%) (see Table 3 and Figure 14). As can be observed in Table 4 and Figure 15, the voluntary sector had the highest representation of women in leadership positions (55.7%), whereas the municipal, agencies, boards and commissions had the lowest (33.3%).

Table 3. Summary of the representation of visible minorities and female visible minorities in senior leadership positions by sector in Hamilton, Ontario

Sector	Total Sample	Number Analyzed for VM and Gender	Total VM Leaders	% VM Leaders	Total Female VM Leaders	% Female VM Leaders
Municipal Public Sector	14	12	1	8.3%	0	0%
Voluntary Sector	218	173	26	15.0%	16	9.2%
Education Sector	88	83	11	13.3%	5	6%
Municipal Agencies, Boards and Commissions	118	102	13	12.7%	6	5.9%
Total	438	370	51	13.8%	27	7.3%

Table 4. Summary of the representation of women in senior leadership positions by sector in Hamilton, Ontario

Sector	Total Sample	Number Analyzed for Gender	Total Female Leaders	% Female Leaders
Municipal Public Sector	14	14	6	42.9%
Voluntary Sector	218	174	97	55.7%
Education Sector	88	83	33	39.8%
Municipal Agencies, Boards and Commissions	118	102	34	33.3%
Total	438	373	170	45.6%

Figure 14. Percentage of visible minorities in senior leadership positions by sector in Hamilton, Ontario

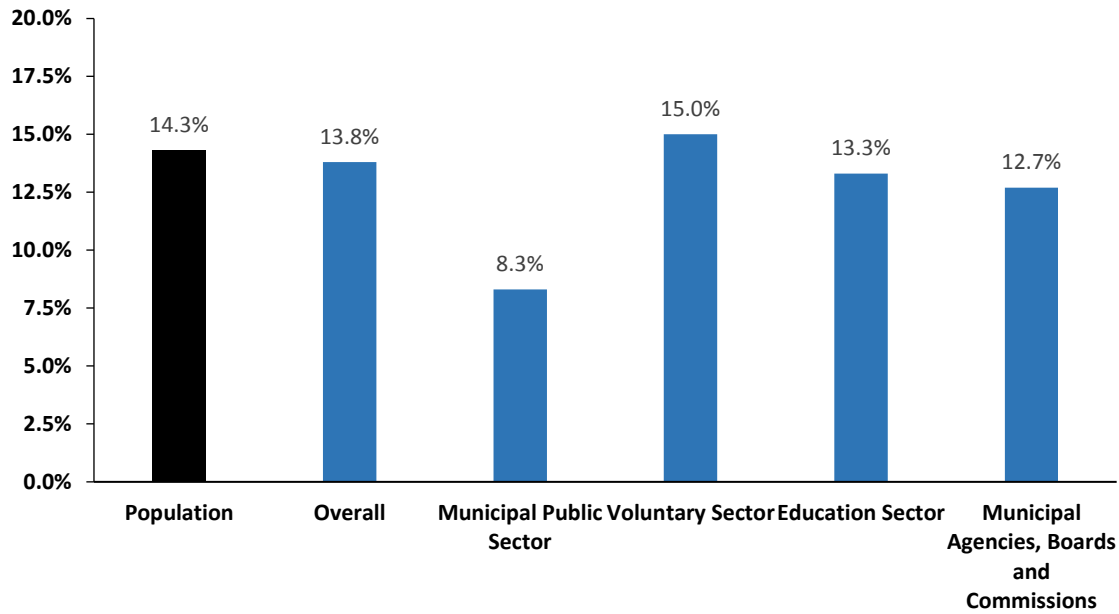


Figure 15. Percentage of female visible minorities in senior leadership positions by sector in Hamilton, Ontario

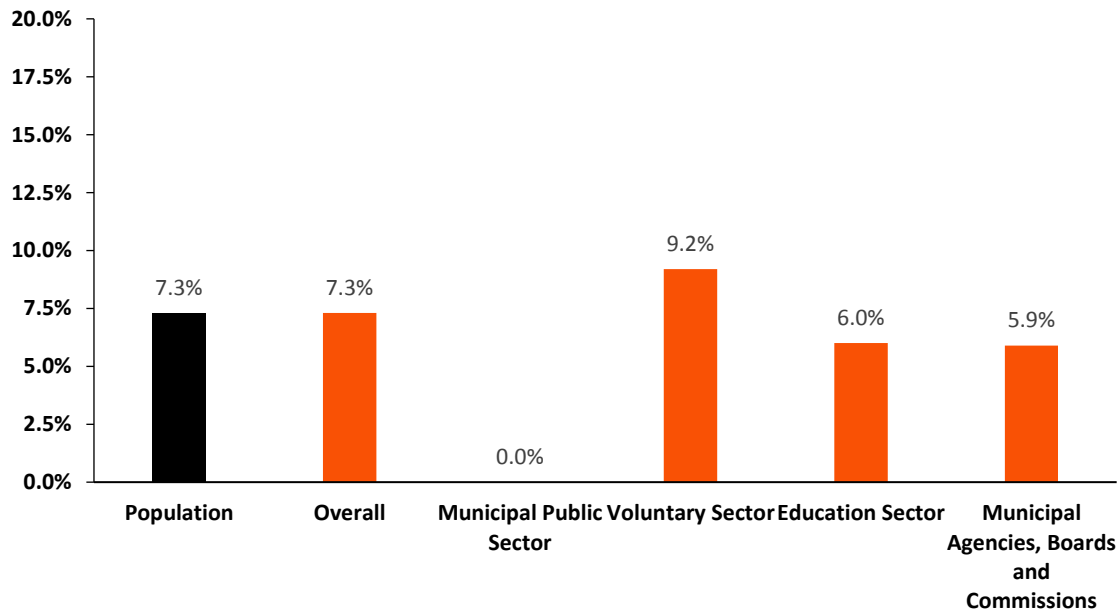
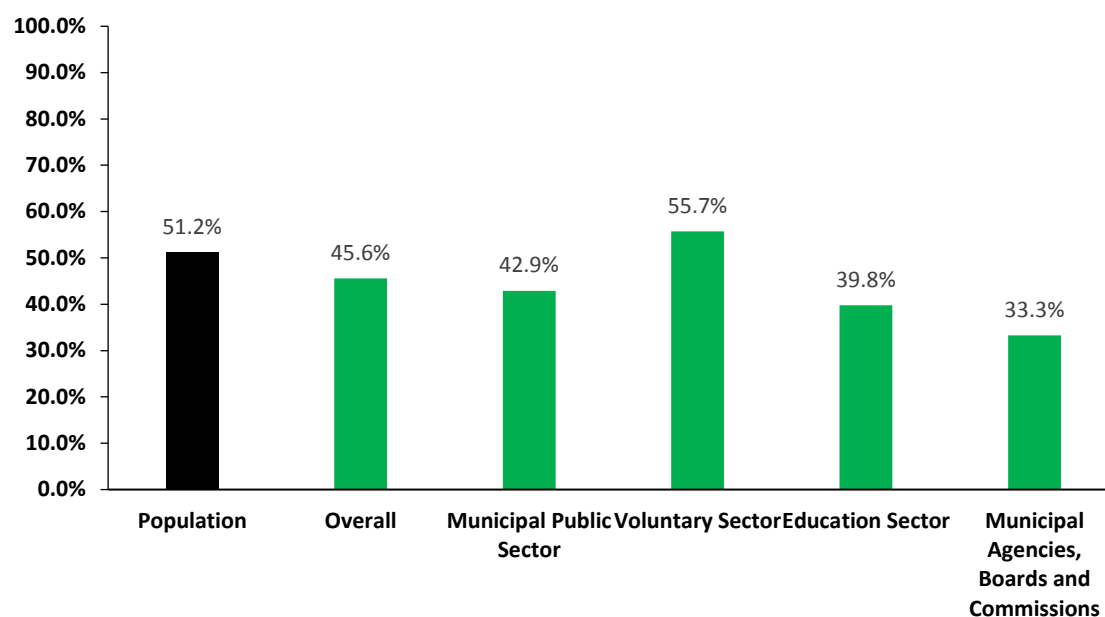


Figure 16. Percentage of women in senior leadership positions by sector in Hamilton, Ontario



Ottawa

Across sectors, our total sample size for Ottawa was 469 leaders, of whom 428 were able to be coded for their visible minority status and their visible minority status broken down by gender (see Table 5) and 436 were able to be coded for gender (see Table 6). The results showed that only 11.9% of senior leaders were visible minorities, although visible minorities account for 19.4% of the population of Ottawa (NHS, 2011) (see Figure 16). Similarly, only 4.2% of senior leaders were female visible minorities, although female visible minorities account for 10% of the population of Ottawa (NHS, 2011) (see Figure 17). The results also showed that only 44.3% of senior leaders were women, although women account for 51.3% of the population of Ottawa (NHS, 2011) (see Figure 18).

As can be observed in Table 5 and Figure 16, the voluntary sector (12.1%), the education (12.1%) and municipal agencies, boards and commissions (12.5%) had the highest percentage of visible minorities in leadership positions, whereas the municipal public sector had the lowest (6.3%). In terms of female visible minorities, the municipal agencies, boards, and commissions (5.4%) had the highest percentage in leadership positions, whereas the municipal public sector (0%) had the lowest (see Table 5 and Figure 17). As can be observed in Table 6 and Figure 18, the voluntary sector had the highest representation of women in leadership positions (48.9%), whereas the education sector (38.6%) and the municipal, agencies, boards and commissions (37.5%) had the lowest.

Table 5. Summary of the representation of visible minorities and female visible minorities in senior leadership positions by sector in Ottawa, Ontario

Sector	Total Sample	Number Analyzed for VM and Gender	Total VM Leaders	% VM Leaders	Total Female VM Leaders	% Female VM Leaders
Municipal Public Sector	17	16	1	6.3%	0	0%
Voluntary Sector	254	232	28	12.1%	9	3.9%
Education Sector	136	124	15	12.1%	6	4.8%
Municipal Agencies, Boards and Commissions	62	56	7	12.5%	3	5.4%
Total	469	428	51	11.9%	18	4.2%

Table 6. Summary of the representation of women in senior leadership positions by sector in Ottawa, Ontario

Sector	Total Sample	Analyzed for Gender	Total Female Leaders	% Female Leaders
Municipal Public Sector	17	16	7	43.8%
Voluntary Sector	254	237	116	48.9%
Education Sector	136	127	49	38.6%
Municipal Agencies, Boards and Commissions	62	56	21	37.5%
Total	469	436	193	44.3%

Figure 17. Percentage of visible minorities in senior leadership positions by sector in Ottawa, Ontario

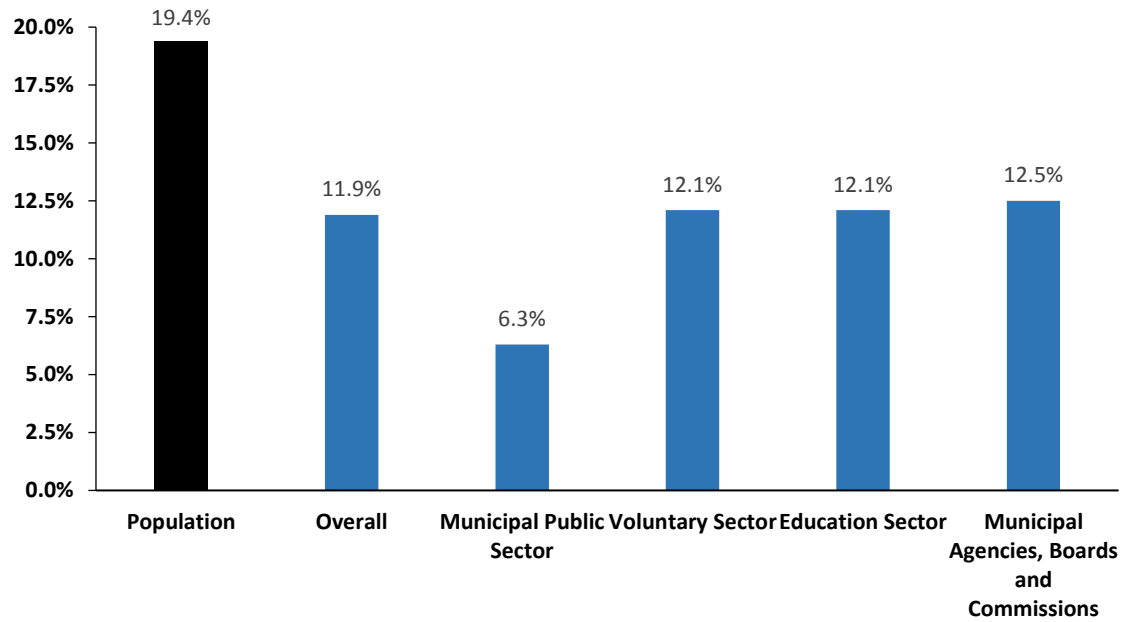


Figure 18. Percentage of female visible minorities in senior leadership positions by sector in Ottawa, Ontario

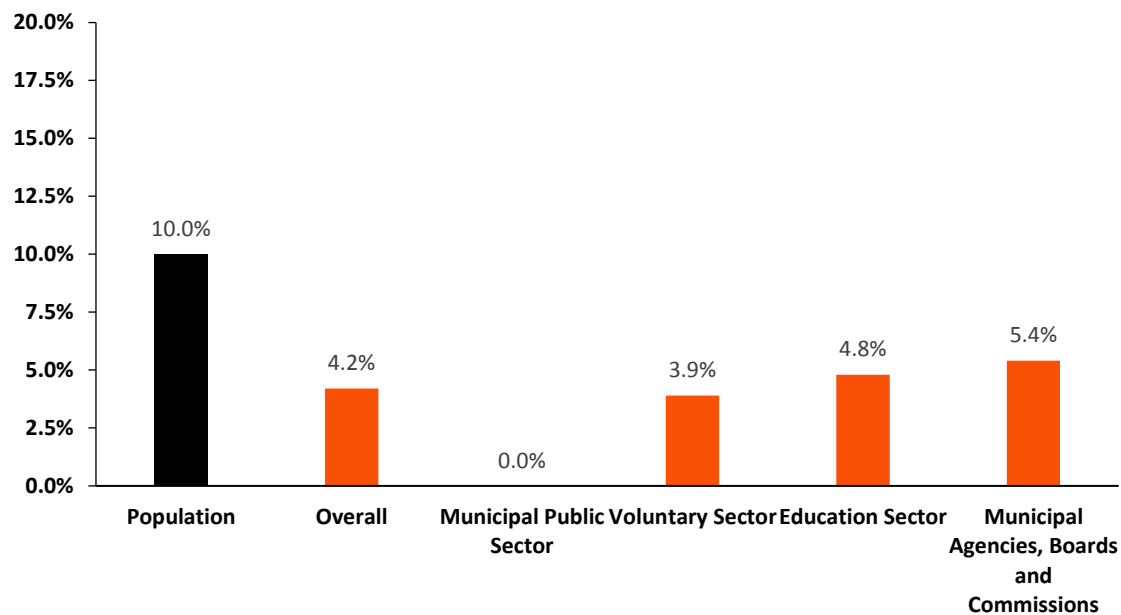
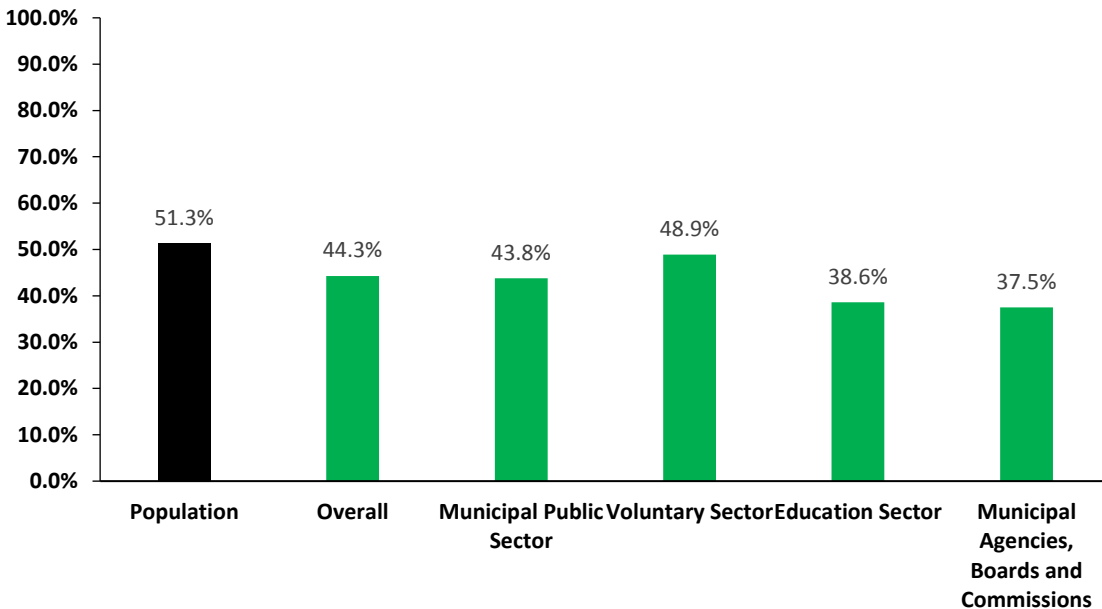


Figure 19. Percentage of women in senior leadership positions by sector in Ottawa, Ontario



Ontario's Provincial Agencies, Boards and Commissions (ABCs)

For Ontario agencies, boards, and commissions, our total sample size was 1404 leaders, of whom 1199 were able to be coded for their visible minority status and their visible minority status broken down by gender (see Table 7) and 1264 were able to be coded for gender (see Table 8). Within Ontario's agencies, boards, and commissions, only 13.2% of senior leaders were visible minorities, although visible minorities account for 25.9% of the population of Ontario (NHS, 2011) (see Figure 20). Similarly, only 5.6% of senior leaders were female visible minorities, although female visible minorities account for 13.4% of the population of Ontario (NHS, 2011). The results also showed that only 47.4% of senior leaders were women, although women account for 51.1% of the population of Ontario (NHS, 2011).

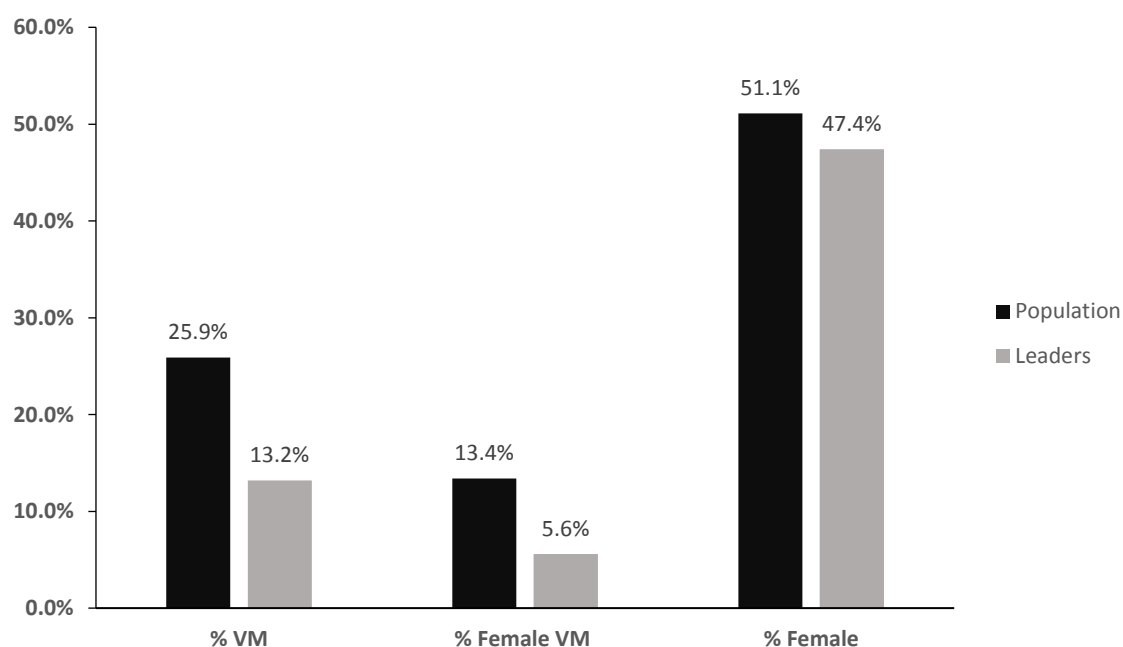
Table 7. Representation of visible minorities and female visible minorities in senior leadership positions in Ontario's Provincial Agencies, Boards and Commissions

Total Sample	Analyzed for VM and Gender	Total VM Leaders	% VM Leaders	Total Female VM Leaders	% Female VM Leaders
1404	1199	158	13.2%	67	5.6%

Table 8. Representation of women in senior leadership positions in Ontario's Provincial Agencies, Boards and Commissions

Total Sample	Analyzed for Gender	Total Female Leaders	% Female Leaders
1404	1264	599	47.4%

Figure 20. Representation of Visible Minorities, Female Visible Minorities and Women in Provincial Agencies, Boards and Commissions in Ontario



Conclusions

This study of leadership diversity in London, Hamilton, and Ottawa indicates that the level of diversity (visible minority and gender) in leadership varies with the particular city and sector under investigation. For example, in terms of cities, Hamilton had the most equitable representation of visible minorities at leadership levels overall, surpassing cities such as Ottawa and London. Indeed, with visible minorities accounting for 14.3% of its population (NHS, 2011), Hamilton had visible minorities accounting for 13.8% of its senior leadership. In terms of the various sectors, the municipal public sector had the lowest representation of visible minorities across all cities.

In terms of visible minority women, the results paralleled those for visible minorities in general, with London and Ottawa again showing severe underrepresentation, and Hamilton demonstrating more favourable results. Furthermore, the municipal public sector had the poorest representation of visible minority women leaders across all three cities.

The results for Ontario's Provincial agencies, boards and commissions show a level of visible minority representation of 13.2%, similar but a bit lower than the level of representation found by the Diversity Institute in 2011 (14.4%; Cukier, Yap, Aspevig, & Lejasisaks, 2011). However, it is important to keep in mind that the current study looked at a more comprehensive list of ABCs. In fact, the current study analyzed data from 1,199 individuals, whereas the Diversity Institute study in 2011 analyzed data from only 250 individuals. Similarly, visible minority women were very underrepresented in senior leadership positions in Ontario's agencies, boards, and commissions.

It was also the case that all three cities showed some degree of underrepresentation of women at the senior leadership level (44.3% to 45.6%), as did Ontario's Provincial agencies, boards, and commissions (47.4%). This underrepresentation was somewhat less severe than that evident for visible minorities and for visible minority women.

The aim of this project was to investigate the level of representation of visible minorities and women in leadership roles in the municipal public and non-profit sectors in London, Hamilton and Ottawa. The findings of this project provide a baseline to assess changes in visible minority representation in subsequent years. Given the benefits of a diverse leadership, we hope that this research will encourage organizations to reach their full potential through improving the inclusion of visible minorities and women in their most important decision-making positions.

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