

## **Feasibility of Requiring Gender Diversity of Corporation Boards in City Procurements**

**Date:** October 30, 2017

**To:** Government Management Committee

**From:** Treasurer

**Wards:** All

### **SUMMARY**

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City Council directed staff to report back on the feasibility of requiring companies responding to procurement opportunities for City Businesses to have at least 30 percent gender diversity on their Boards of Directors including providing a jurisdictional review and conducting a public consultation with appropriate stakeholders.

As part of the Social Procurement Policy, the City recognizes that there is a role for the City's procurement process to play in promoting social equity goals, such as enhancing principles of gender equity and increasing business opportunities with the City for other equity-seeking groups such as youth, visible minorities, newcomers, persons with disabilities, LGBTQ2S, and indigenous people. The Social Procurement Policy, an important component of the Poverty Reduction Strategy, is designed to improve access to procurement opportunities for those businesses that are certified diversely owned.

Staff are not recommending however, the implementation of a requirement that in order to do business with the City, a business would be required to have a board of directors with at least 30 percent gender diversity. This is based on the following high level summary of reasons:

- The City should continue to focus on the Social Procurement Policy which promotes access to the procurement process for diversely-owned businesses and is an important part of the Poverty Reduction Strategy versus a policy that creates additional requirements to do business with the City and is only focused on one type of business (corporations);
- Having a requirement focused on one type of business (corporations) creates an unfairness in the competitive process and may reduce competition;
- The legislative regime allows private corporations to be set up with only one person on its board of directors and there is no requirement for a private corporation to disclose its board composition;

- The legislative regime allows public corporations to be set up with at least three people on a board, but does not require the board be made up of a particular composition. Public corporations under the Ontario Securities Commission are required to provide a written policy relating to the identification and nomination of women directors on Boards or explain why they do not have such a policy. In addition, public corporations are also required to identify targets for appointing women to their Boards as well as explain annual and cumulative progress towards achieving those targets. If a company does not set targets., an explanation is required
- There is currently no certifying organization that will validate a corporation's board composition.
- Purchasing and Materials Management Division is in the process of implementing two large business transformation projects to modernize the procurement process to improve efficiency and to allow for more strategic and flexible approaches to procurement. As a result, there is limited capacity to devote the time and effort required to help educate corporations on a new criterion to comply with gender diversity, to disclose gender diversity on their board, nor to develop the appropriate regime in order to validate whether businesses have met the new requirement.

As a result, staff believe it is more beneficial to continue investing the City's limited resources in growing the City's Social Procurement Program as the primary initiative for addressing social equity goals, including measuring and seeking to improve gender equity by increasing opportunities for women owned businesses to bid on City solicitations.

## **RECOMMENDATIONS**

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The Treasurer recommends that:

Government Management Committee receive this report for information.

## **FINANCIAL IMPACT**

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There is no immediate financial impact associated with the adoption of this report.

The Acting Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## **DECISION HISTORY**

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At its March 28 and 29, 2017 Council meeting, Council adopted, as amended, MM27.24 "Gender Diversity in City Procurements." As part of that report, Council requested the City Manager or designate, to report to the Government Management Committee by the fourth quarter of 2017 on the City's ability to require companies responding to procurement opportunities for City businesses to have at least 30 percent gender

diversity on their Boards of Directors and include within the report, a jurisdictional review and public consultation with appropriate stakeholders.

See: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.MM27.24>

At its November 8 and 9, 2016 Council meeting, Council adopted, as amended, EX18.5 "Supporting Gender Diversity in Public Appointments". As part of that report, City Council:

1. Directed the City Clerk to report annually on the gender composition of appointments made by City Council on the recommendation of the Corporations Nominating Panel.
2. Set a goal of gender equality in appointments to the City's Corporate Boards by 2020.

See: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX18.5>

At its May 3, 4 and 5, 2016 Council meeting, Council adopted as amended, EX14.8 "City of Toronto Social Program." The City's Social Procurement Program is an initiative which enables the City to use its purchasing power to address social equity goals such as poverty and inequality by providing diverse suppliers including women- owned businesses with equitable access to competitive City procurement processes, encouraging existing companies procuring with the City to work with diverse suppliers and increasing employment, apprenticeship and training opportunities for people with economic disadvantage including those from equity-seeking communities.

See: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX14.8>

## **COMMENTS**

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### **Gender Diversity in Social Procurement**

City staff recognize that there is a role for the City's procurement process to play in promoting social equity goals, such as enhancing principles of gender equity and increasing business opportunities with the City for other equity-seeking groups such as youth, visible minorities, newcomers, persons with disabilities, LGBTQ2S and indigenous people.

In recognition of this, the City of Toronto continues to be the leading municipality in Canada to drive positive change through procurement that ensures a focus is placed on increasing opportunities for women and other underrepresented groups to do business with the City through the City's Social Procurement Program adopted by City Council in May 2016.

The City of Toronto's Social Procurement Program is an initiative that enables the City to use its purchasing power to address poverty and inequality by;

- Increasing the diversity of companies the city does business with by providing diverse suppliers and social enterprises, including women-owned businesses with equal opportunity to compete for city contracts;
- Encouraging companies already doing business with the city to work with diverse suppliers, including women-owned businesses and suppliers who provide community benefits and;
- Increasing the number of employment, apprenticeship and training opportunities for new comers, youth and those living in poverty.

A primary component of the Social Procurement Program, Supply Chain Diversity, is that it improves access to the City's procurement for businesses certified to be owned by equity seeking groups so that they can compete. It does not require a company to be diversely owned in order to do business with the City.

Since its inception in 2016, the City's Social Procurement Program has resulted in the addition of 83 Certified Women Business Enterprise Canada (WBE) Suppliers to the City's internal list of vendors. To be obtain a WBE certification, suppliers are required to be at least 51% managed, controlled and operated by women and are certified by WBE Canada.

Through the Social Procurement Program, in February 2017, 5 Divisional Purchase Orders were awarded to WBE certified diverse suppliers for a total value \$ 71,308. In addition, the City also issued a tender award worth \$17,127,500 to Gowing Contractors LTD, a certified WBE mechanical contractor operating in the municipal water and wastewater treatment system field.

Further, the City has also been doing business with Language Market Place, a WBE certified supplier since 2015 and has awarded Blanket Contracts for a total value of \$959,494.

## **Using City Procurement to Improve Gender Diversity on Boards of Corporations**

Women continue to be significantly under-represented on the Boards of public and private companies. Change has occurred over time, but slowly. Results from the *2017 Diversity Disclosure Practices*, a report about gender diversity in Canadian boardrooms researched and published by Osler, found a significantly slow improvement from 2015 to 2016 in the number of women appointed to the Boards of TSX- listed companies. Of the 750 companies listed on the TSX, on average, women made up 12.6 percent of all board seats in 2016, a slight increase from 11 percent in 2015.

The City on average issues approximately 1,000 procurements each year, and awards on average \$1.5 billion in goods and services. As part of government procurement, a mandatory requirement can have a profound impact on the procurement process. Where the City imposes a mandatory requirement in order to do business with the City, if a bidder cannot meet the mandatory requirement, the bidder will be declared non-compliant in the process and will not be considered.

In preparing this report, staff conducted research, including jurisdictional research and a consultation with appropriate stakeholders.

While staff are aware that the representation of women on Canadian boards is growing slowly, they also recognize the limitations of the City's procurement process in improving gender diversity on Boards and the representation of women in senior management, without undermining the City's abilities to effectively procure goods and services at the best possible price.

## **Jurisdictional Survey of Gender Diversity in Procurements**

Staff surveyed a total of 99 jurisdictions to determine whether they had a Gender Diversity in Procurements Policy. Out of the 99 jurisdictions, 43 responded. The list of survey questions asked are found in Table 1 while the results of the survey are found in Table 2 in the Appendix.

Only the City of Melbourne in Australia, indicated that they had incorporated a Gender Equality Policy into their purchasing process. The City of Melbourne obtains the following information from suppliers to ensure that it is appropriating goods and services from organizations with a shared commitment to equal opportunity:

- Evidence of gender equality in leadership (organisation's structure) or prescriptive measures to address gender imbalance;
- Ratio of employment for men and women; and
- A copy of their gender equality policies and commitments.

No Canadian municipality or other level of government that responded indicated adoption of a gender diversity procurement policy.

## **Consultations with Stakeholders on Gender Diversity in City Procurements**

Staff at PMMD reached out to a total of 57 stakeholders ranging from organizations in the financial sector to other sector specific organization's such as IT, construction, infrastructure and energy. In addition, various women's leadership advocacy groups and academics were also invited to participate at the City's round table discussion on gender diversity in City procurements. Out of the 57 stakeholders, 17 attended the Consultation. Table 3 in the Appendix provides a list of the stakeholders invited.

PMMD staff worked in close collaboration with Social Development, Finance, Administration (SDFA), Equity, Diversity and Human Rights (EDHR) and City Clerks to plan the consultation held on October 10, 2017. Table 4 in the Appendix provides the round table questions discussed with stakeholders at the consultation and a summary of their responses.

Staff presented to stakeholders, the legislative and non-legislative limitations being faced by the City with respect to implementing the requirement for companies wanting to undertake business with the City to have at least 30 percent gender diversity on their Boards of Directors. In response to the limitations faced by the City, stakeholders

validated that it may not be possible for the City to implement gender diversity disclosures by Boards of companies immediately given the current state of gender diversity on corporate boards.

Some stakeholders proposed that PMMD should consider implementing a "comply or explain" policy approach which would require companies to submit as part of the procurement process, a written copy of the company's gender diversity policy for its board or in the absence of a policy, whether the company has a process it considers for achieving gender diversity on Boards. This would apply for all corporations, whether public or private. Where possible, the City could evaluate the response and provide a higher score to companies who have such a policy in place. After 5 years, the policy would then require all corporations to have at least 30% diversity on their board of directors in order to do business with the City.

## **Conclusion**

In light of PMMD's research findings including taking stakeholder feedback into consideration, staff are not recommending the implementation of the requirement for companies wanting to do business with the City to have at least 30 percent gender diversity on their Boards of Directors at this time, for the following reasons:

- Staff feel the Social Procurement Policy which has a focus on improving access to diversely owned businesses is more aligned with the City's overall Poverty Reduction Strategy versus a policy focused on requiring companies to have a 30% gender diverse board that does not improve access to the procurement process and is not aligned with the City's overall Poverty Reduction Strategy.
- The City does business with a large number of businesses each year, and does not have information on how businesses or their boards are structured. Businesses can be sole proprietors, partnerships, joint ventures, private corporations and public corporations.
- A requirement to have at least 30% gender diversity on Corporate Boards would create an unequal footing for incorporated companies to bid on City work versus partnerships or sole proprietors and may as a result discourage businesses from bidding on opportunities and reduce competition among suppliers, resulting in potential increased prices.
- The Canada Business Corporations Act (CBCA) and Ontario Business Corporations Act (OBCA) permit private companies to have a minimum of one director on their Boards while public companies must have at least three Directors, with no specific requirement for a term limit for those appointed to the Board. This creates a challenge for the City to consistently apply the requirement for all corporations to have at least 30 percent gender diversity on Boards, particularly when legislation currently permits companies to set up their boards with only one director.
- Existing policies from the Ontario Securities Commission require only public corporations to disclose to their shareholders annually:
  - the representation of women on Boards and in senior management;
  - whether the company has adopted a written policy relating to the identification and nomination of women directors or explain why it has not done so; and

- the number and percentage of women directors and women who are executive officers, including any targets adopted for the number or percentage of women in these positions and the annual and cumulative progress made in achieving those targets, or explain why the company has not done so.
- The Ontario Securities Commission does not require that a public corporation have a diverse board, it only requires disclosure. Further the requirement does not apply to private corporations, which creates an additional limitation on the City's ability to require and review gender diversity on Boards.
- There is currently no provincial or federal legislation in place requiring companies in Ontario to either disclose gender diversity on its Boards or to specify the makeup of the Board beyond the number of Board members depending on the type of corporation. This provides a limitation on the city to override the province and legally impose such a requirement.
  - Proposed Federal Legislation may amend the CBCA to require public corporations to disclose the diversity (beyond gender) of its board members to its shareholders.
  - Proposed Ontario Legislation may amend the OBCA to require public and private corporations to disclose the diversity among directors and senior management on an annual basis and to send this information to all shareholders.
  - The proposed legislations will only require disclosure of diversity on boards, however it is primarily targeted towards public corporations and is still based on a Corporation's voluntary efforts to increase diversity.
- As there is no legislative requirement for both private and public corporations to disclose their board members to the public, there is no centralized database that could be used to validate whether a corporation has met the 30% requirement. Further no organization currently certifies that companies have met gender diversity targets on their boards.

From the consultations, it was agreed the requirement would not be able to be met by corporations if the City were to implement this policy today, which supports staff's conclusion. The consultations did suggest an alternative, as noted above. Staff are not recommending the alternative for the following reasons:

- Staff lack the capacity to invest in resources to help educate companies on the importance of complying with gender diversity disclosure requirements particularly, when there is a need to continue investing in growing the City's Social Procurement Program.
  - PMMD has one dedicated resource for Social Procurement Program and does not currently have the capacity for a specific Gender Diversity on Boards Policy.
  - Assigning the Social Procurement resource to this Policy will reduce the ability to devote the time and effort to the work that continues on Social Procurement.
- The City is currently implementing two large business transformational projects which further reduces the capacity for staff to invest in a new policy at this time.
  - As mentioned earlier, staff do not have data on how businesses are structured. The city would need to invest in resources to develop baseline data to identify all of the active vendors which are corporations that do business with the City, and then determine which corporations are public and private.

- The City has approximately 8500 active vendors, of which we were able to only identify approximately 3400 as corporations, the potential cost to obtain corporate profile reports from the Province's Electronic Corporate Index (ECI) for 3400 vendors would be approximately \$50,000.
- There would then be an ongoing cost to obtain corporate profile report to continue to validate the information using; and
- Further, even if staff were to obtain the resources to access corporate profiles, validating the information received from the ECI would still remain an issue as the corporate profile does not identify the gender of the board members, nor would the ECI data be useful for identifying diversity on Boards beyond gender or in effectively aligning with the City's approach to diversity and existing strategies which extend to diversity beyond gender.
- The City's Procurement Process is currently seen as bureaucratic which act as a barrier to doing business with the City which impacts competition.
  - The Social Procurement Program is designed to help provide better access for certified diverse companies, such as those which are Women-owned businesses.
  - The Stakeholder's proposal would not improve access to the Procurement Process and would add a requirement that may act as a further barrier to do business with the City for some businesses.

Based on the reasons set out above, it is not feasible to require companies responding to procurement opportunities for City Businesses to have at least 30 percent gender diversity on their Boards of Directors at this point in time. Further staff are not recommending the implementation of the alternative proposal suggested by some stakeholders. Staff believe that the City Social Procurement Program should continue to be the primary initiative through which the City uses procurement to promote and drive the principles of gender equity by increasing opportunities for women owned businesses to bid on City solicitations.

## **CONTACT**

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## **SIGNATURE**

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Mike St. Amant  
Treasurer

## **ATTACHMENTS**

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Appendix 1 - Jurisdictional and Consultation Background



## APPENDIX 1 - JURISDICTIONAL AND CONSULTATION BACKGROUND

**TABLE 1: LIST OF SURVEY QUESTIONS ASKED:**

No.	Question
1.A	Does your Municipality's Procurement Division currently have a Gender Diversity Policy for Procurement in place? (Such a policy requires that for a business corporation (public and/or private) to procure with your municipality, their Boards of Directors must meet a certain percentage of women (for example 30%) on their Boards of Directors).
1.B	If your procurement division does have a Gender Diversity Policy for Procurement but it is not specifically related to measuring the composition of women on Boards, please describe how your policy measures/evaluates gender diversity?
2.	In What year did your Gender Diversity Policy for procurement come into effect?
3.	Would your Procurement Division be willing to share a copy of your municipality's Gender Diversity Policy for Procurement with us?
4.	Briefly describe your Procurement Division's purpose for developing a Gender Diversity Policy for procurement (e.g. was it in response to a particular government initiative, stakeholder request, event/ incident, Securities Regulators etc.)?
5.A	If you are a City/ Municipality outside of Canada, was your Gender Diversity Policy for Procurement designed to comply with government legislation and/or Securities Regulators?
5.B	If your Gender Diversity Policy is in place to comply with government legislation and/or Securities regulators, please provide a link to where we can access the legislation/securities act to which your policy was developed to respond to.
5.C	If your Gender Diversity Policy is Voluntary, please describe the purpose for developing your policy (if different from question 4 above).

**TABLE 2: SUMMARY OF RESPONSES TO QUESTIONS**

No.	Jurisdiction	Questions							
		1.A	1.B	2.	3.	4.	5.A	5.B	5.C
1.	City of Hamilton	No Policy							
2.	City of Ottawa	No Policy							
3.	Halton Region	No Policy							
		1.A	1.B	2.	3.	4.	5.A	5.B	5.C
4.	City of Thunder Bay	No Policy							
5.	City of Burlington	No Policy							
6.	Town of Oakville	No Policy							
7.	City of Mississauga	No Policy							
8.	City of Markham	No Policy							
9.	Town of Richmond Hill	No Policy							
10.	Township of Uxbridge	No Policy							
11.	Town of Whitby	No Policy							
12.	Town of Ajax	No Policy							
13.	Town of Whitchurch-Stouffville	No Policy							
14.	City of Oshawa	No Policy							
15.	City of Greater Sudbury	No Policy							
16.	City of Peterborough	No Policy							
17.	City of Pickering	No Policy							
18.	City of Waterloo	No Policy							
19.	City of Saskatoon	No Policy							

No.	Jurisdiction	Questions							
20.	City of Montreal	No Policy							
21.	City of Winnipeg	No policy							
22.	City of Windsor	No policy							
23.	Metro Vancouver	No Policy							
24.	City of Regina	No Policy							
		1.A	1.B	2.	3.	4.	5.A	5.B	5.C
25.	City of Surrey	No Policy							
26.	Government of Alberta	No Policy							
27.	City of Calgary	No Policy							
28.	City of Victoria	No Policy							
29.	City of Charlottetown	No Policy							
30.	State of California	No Policy							
31.	City of Los Angeles	No Policy							
32.	City of San Francisco	No Policy							
33.	City of Houston	No Policy							
34.	San Diego City	No Policy							
35.	City of Amsterdam	No Policy							
36.	City of Sydney	No Policy							
37.	City of Glasgow	No policy							
38.	City of Helsinki	No Policy							
39.	City of Edinburgh	No Policy							
40.	City of Oslo	No Policy							

No.	Jurisdiction	Questions							
41.	Swedish Competition Authority	No policy							
		1.A	1.B, 2, 3, 4, 5.A, 5.B, 5.C						
42.	City of San Antonio	No Policy							
43.	City of Melbourne	Yes has a Policy	<p>The City of Melbourne obtains through its Supply Chain for procurement activities, the following to ensure that it is appropriating goods and services from organizations with a shared commitment to gender equality:</p> <ul style="list-style-type: none"> <li>• Evidence of gender equality in Leadership (organization's structure) or prescriptive measures to address gender imbalance;</li> <li>• Ratio of employment for men and women; and</li> <li>• A copy of organizations gender equality policies and commitments.</li> </ul>						

**TABLE 3: LIST OF STAKEHOLDERS FOR GENDER DIVERSITY IN CITY PROCUREMENTS CONSULTATION**

PMMD reached to a total of 57 external stakeholders to attend the City's Consultation on Gender Diversity in City Procurements. (Italicized stakeholders did not attend):

30% Club	Ace Tech Ontario	<i>Canadian Association of Women in Construction (CAWIC)</i>
<i>Canadian, Aboriginal &amp; Minority Supplier Council (CAMSC)</i>	Canadian Board Diversity Council (CBDC)	<i>Canadian Council for Aboriginal Business</i>
<i>Canadian Women's Foundation (CWF)</i>	<i>Catalyst Canada</i>	Consulting Engineers of Ontario
<i>CivicAction</i>	<i>Design Industry Advisory Committee (DIAC)</i>	<i>DiverseCity on Board</i>
Diversity Institute	<i>George Brown College (President - Anne Sado)</i>	<i>Global Diversity Exchange</i>
Heavy Construction Association of Toronto	<i>Imagination at Work Canada</i>	<i>Institute of Corporate Directors (ICD)</i>
<i>Osler, Hoskin &amp; Harcourt LLP (OSLER)</i>	<i>Women's Legal Education and Action Fund (LEAF)</i>	<i>PricewaterhouseCoopers (PWC)</i>
Diversity & Inclusion, Global Diversity, RBC	Rotman Initiative for Women in Business	<i>Ryerson School of Business Management</i>
<i>The Maytree Foundation</i>	<i>Toronto Aboriginal Support Services Council (TASSC)</i>	<i>Toronto CREW (Women in Real Estate)</i>
<i>Toronto Fashion Incubator (TFI)</i>	Toronto Region Board of Trade	<i>Toronto and Area Road Builders Association (TARBA)</i>
The OMX	Women Get on Board (WGOB)	<i>Women in Capital Markets (WCM)</i>
Canada's Association of IT Professionals (CIPS)	<i>Women in Renewable Energy (WiRE)</i>	<i>Women of Influence</i>
<i>Womeninbiznetwork</i>	<i>Women's College Hospital</i>	<i>Women's Enterprise Organizations Canada (WEOC)</i>

30% Club	Ace Tech Ontario	<i>Canadian Association of Women in Construction (CAWIC)</i>
<i>Women's Executive Network (WXN)</i>	<i>Women's Leadership Initiative (WLI)</i>	<i>Women's Infrastructure Network (WIN)</i>
<i>York University (Professor, Isabella C. Bakker)</i>	<i>University of Toronto, Department of Computer Science Innovation Lab (DCSIL)</i>	<i>Communitech</i>
<i>Women's Law Association of Ontario (WLAO)</i>	<i>Toronto Women in Science and Technology (TWiST)</i>	<i>BioTalent Canada</i>
<i>JLABS</i>	BioSymetrics Inc.	Ontario Bioscience Innovation Organization
<i>Ryerson School of Business Management</i>	Ontario Road Builders' Association	<i>WBE Canada</i>
Ontario Sewer and Watermain Construction Association	Information Technology Association of Canada (ITAC)	<i>Consulting Engineers of Ontario</i>

**TABLE 4: GENDER DIVERSITY IN CITY PROCUREMENTS CONSULTATION QUESTIONS AND SUMMARY OF STAKEHOLDER RESPONSES.**

Consultation Question	Stakeholder Responses
<p>Q.1. Is using city procurements to require companies to have at least 30 percent gender diversity on Boards going to make a difference to improving women's leadership in business?</p>	<ul style="list-style-type: none"> <li>• Generally, stakeholders agreed that the inclusion of women on Boards leads to better decisions and results and stands to benefit the City's economy as a whole.</li> <li>• Stakeholders agreed that companies would shift towards complying with improving gender diversity on Boards if it is implemented as a mandatory requirement under the City's procurement process as most companies would not want to risk losing business opportunities with the City.</li> <li>• Stakeholders suggested that rather than imposing fixed quotas for gender diversity on Boards, the City should provide guidelines for how gender diversity disclosures on Boards will be evaluated under the City's procurement process. For example companies could provide their gender policies if they have one, identify targets adopted for increasing women on Boards, how the targets will be achieved and any processes or steps towards increasing women on Boards.</li> <li>• For private companies with only one Board of Director, stakeholders suggested asking these companies how they are increasing gender diversity across their employee pool.</li> <li>• Some stakeholders raised the question of how information provided by companies as part of the procurement evaluation will be validated including whether any certification Body is available to certify that a Board is gender diverse.</li> </ul>

Consultation Question	Stakeholder Responses
	<ul style="list-style-type: none"> <li>• Stakeholders from the construction industry expressed concerns with being able to implement a 30 percent gender diversity target on Boards stating that not only is the construction industry by its very nature a male dominated industry but that most construction companies under various construction associations are single owners taking on construction projects with the City.</li> <li>• Overall stakeholders expressed the need for PMMD to educate companies on the importance of improving gender diversity on Boards including how the Division intends to define and evaluate gender diversity under its procurement process.</li> </ul>
<p>Q.2. In light of the City's research findings identified, is it feasible for the City to implement through procurement, the requirement that companies wanting to undertake business with the City, have at least 30 percent gender diversity on their Boards? I.e. is our research missing any vital information that you know the City should be informed about?</p>	<ul style="list-style-type: none"> <li>• Stakeholders discussed the importance of understanding where different industries are at with improving gender diversity on boards and how best practices from successful industries can be replicated towards industries that face challenges such the IT, construction and capital market industries.</li> <li>• Stake holders advised that technology is a sector that underlies all sectors. Therefore, when it comes to bringing in more women on Boards, male dominated sectors could be encouraged to bring on tech-savvy women on to their Boards as technology has a competitive advantage over most sectors.</li> <li>• Stakeholders raised the issue of certification. Some stakeholders expressed self disclosure of gender diversity by boards of companies was sufficient while others recognized the importance of requiring a certified body to verify gender disclosures submitted to the City to serve as a proof of due diligence for the City to ensure accuracy of the information and as a means to ensuring gender diversity on Boards is being improved effectively across companies and not superficially to obtain City Bids.</li> </ul>



Discussion Question	Stakeholder Responses
	<ul style="list-style-type: none"> <li>• Stakeholders agreed that it is not feasible for the City to require companies to achieve the 30 percent gender diversity target immediately including providing sufficient information relating to gender diversity disclosures as part of the procurement evaluation process. Stakeholders suggested that the City factor in time for companies to adapt to the requirement for how they would be willing to address the issue of improving gender diversity on boards and suggested the City implement the requirement within the next 5 years.</li> <li>• Stakeholders were of the view that PMMD should take leadership and proceed with the requirement for companies wanting to do business with the City to disclose gender diversity on their boards and not wait for federal and provincial legislation amendments relating to gender diversity Board disclosures by companies to be passed.</li> </ul>
<p>Q.3.Do you see any opportunities within procurement other than through enhancing gender diversity on Boards and in senior management for the City to explore to promote Women's leadership in business?</p>	<ul style="list-style-type: none"> <li>• The general consensus among stakeholders was that PMMD should simply ask companies as part of its procurement process, to explain what they are doing to promote changes that enhance leadership opportunities for women within their companies. The idea being that shifts begin to occur when the government starts to ask these questions.</li> <li>• Stakeholders expressed the importance of promoting future leadership by finding ways for the supply chain to support youth starting their own businesses or joining the work force to work in businesses.</li> <li>• Overall stakeholders were of the view that to promote gender diversity on boards and in senior management, the City needs to take a stand by propelling and igniting the importance of the issue.</li> </ul>