

Supporting Gender Diversity in Public Appointments

Date: October 12, 2016
To: Executive Committee
From: City Clerk
Wards: All

SUMMARY

The purpose of this report is to provide information about the gender composition of the City's corporations and boards as requested by Executive Committee.

Approximately 30% of the public members appointed to the boards of City corporations are women. This compares to 40% for public appointments to all City boards.

In contrast, women make up only 19.5% of the boards of the Financial Post 500 corporations and 52% of the population of Toronto.

RECOMMENDATIONS

The City Clerk recommends that:

1. City Council receive this report for information.

FINANCIAL IMPACT

There are no financial implications arising from this report.

DECISION HISTORY

On September 22nd, 2016, the Executive Committee directed the City Clerk to report back to the October 26th, 2016 meeting of the Executive Committee on the current gender diversity of public appointments to corporate boards within the jurisdiction of the City's Corporations Nominating Panel and on strategies or policies to ensure that appointments within this Committee's mandate more closely reflect the gender demographics of the City by 2019.

COMMENTS

The City is committed to supporting diversity in public appointments

The appointment of public members to boards of the City's agencies and corporations is guided by the City's Public Appointments Policy. The Policy outlines the City's commitment to the values of openness, impartiality, competition and equity in the appointments process to encourage broad participation of citizen members in the democratic functioning of the City. Through the Policy, City Council recognizes that the City is best served by boards that collectively reflect the geographic distribution and diversity of the community that they serve.

The Public Appointments Policy complements the City's Vision Statement on Access, Equity and Diversity, adopted by City Council in 2003, through which the City commits to achieving access and equality in its workforce and communities. This vision is also reflected in the City's motto, "Diversity our Strength."

The City of Toronto asks members of the public applying to join a City board to complete a voluntary, confidential diversity survey as part of their application. This information is collected to enable the City to achieve its objectives for access, equity and diversity in the public appointments process, and it allows the City to monitor how well Council's diversity objectives have been met and ascertain what improvements could be made. Questions relating to gender have a 94% response rate amongst applicants.

The City has undertaken specific initiatives to recruit women for its boards

The Public Appointments Secretariat in the City Clerk's Office has done extensive outreach during this term of Council to encourage applications from diverse and under-represented communities across Toronto, including women.

In addition to general outreach and advertising through transit shelters, social media, and online and print advertisements, staff continually undertake targeted outreach initiatives to solicit applications from qualified, diverse women.

This includes attending and speaking at networking events, sharing public appointments opportunities through industry newsletters, and connecting with professional, community, and cultural organizations including

- Canadian Board Diversity Council
- CivicAction Emerging Leaders Network
- DiverseCity OnBoard
- Institute of Corporate Directors
- Out on Bay Street
- Toronto Region Immigrant Employment Council

- Women Get on Board
- Women's Infrastructure Network
- Women's Law Association of Ontario
- Women in Capital Markets, and
- Women's Leadership Initiative.

Gender diversity on the City of Toronto's corporate boards

During this term of Council, the Corporations Nominating Panel has appointed 31 public members to the following boards:

- Build Toronto
- Lakeshore Arena Corporation
- Toronto Community Housing Corporation
- Toronto Hydro
- Toronto Pan Am Sports Centre
- Waterfront Toronto

Each of these boards has a different composition which, in addition to public appointees, may include Members of Council, City staff, tenant representatives nominated externally, or members appointed by other institutions or orders of government. City Council is responsible for appointing 31 public members from a total of 63 board positions. The current gender diversity of these board applicants, interviewees, and appointees is as follows:

Table 1 - Gender Composition of City Corporation Boards

	Female	Male	Transgender	Other
All applicants to City corporations	32%	67%	0.1%	0.1%
Applicants selected for interview	37%	63%	0%	0%
Public members appointed by City Council	29%	71%	0%	0%
All board members including Members of Council, external appointees, tenant reps etc.	28%	72%	0%	0%

Gender diversity across all City of Toronto boards

Including corporations, City Council has appointed 225 people to 35 boards this term from an applicant pool of over 3,800. . A list of these bodies is attached in Appendix A. The gender diversity of all these boards combined is as follows:

Table 2 - Gender Composition of all City boards

	Female	Male	Transgender	Other
All public applicants to all City boards	39.4%	60.3%	0.1%	0.1%
Public applicants selected for interview	38%	62%	0%	0%
Current public appointees to all City boards	40%	60%	0%	0%

The gender balance on City boards compares relatively well to other targets and jurisdictions

The 2015 Annual Report Card published by the Canadian Board Diversity Council shows that women only make up 19.5% of board appointees to Canada’s top 500 organizations (the FP500) despite new rules, including a “comply or explain” provision, adopted by Canadian securities regulatory authorities last year to better support women’s representation on boards.

In June 2016, the provincial government announced a target that women shall make up at least 40% of all appointments to every provincial board and agency by 2019. The government is also encouraging businesses to set a target by the end of 2017 of appointing 30% women to their boards of directors. Once businesses set a target, they should aim to achieve it within three to five years.

In comparison, of the six boards under the jurisdiction of the Corporations Nominating Panel, only the Toronto Pan Am Sports Centre Board currently has at least 40% female board members. However, 40% has been achieved when considering all City boards combined. According to 2011 Census data, women make up 52% of the population of Toronto.

Strategies and policies to improve gender diversity on City boards

There are a number of opportunities throughout the public appointments process the City could take to improve the gender diversity on City boards.

Ongoing strategies

- Staff will continue to review communications and marketing strategies and recruitment techniques against best practice in human resources and civic engagement to ensure that the City is continuing to reach underrepresented communities and removing any systemic barriers to participation.
- Staff will continue to develop outreach initiatives and partnerships to enhance the gender diversity of the applicant pool.
- In consultation with City agencies and corporations, the City Clerk will continue to review current board qualifications to ensure they are inclusive and reflect current programs and services.

- Staff will further enhance the candidate information shared with the Corporations Nominating Panel through a board matrix to better highlight the diversity of current board members and the applicant pool.
- The City Clerk currently provides a dashboard of diversity statistics online at toronto.ca/ServeYourCity - however, this information can be further enhanced to improve public accountability and discussion.

Council opportunities

City Council could consider a range of options to address the gender diversity of its corporate boards:

- The Nominating Panel can review anonymous applications to reduce any biases towards candidates.
- Members of Council can enhance their public appointments outreach to communities in their wards.
- City Council could establish targets for gender diversity.
 - If City Council chose to follow the provincial example, it would need to ensure that women make up at least 40% of its public appointments to each of its boards.
 - Because the Corporations Nominating Panel is not responsible for all appointments to the City's corporate boards, there would be some limitations in their ability to impact the gender diversity of each of the boards in its mandate.
 - If Council chooses to establish targets, it shall ask staff to develop the policy rationale required by legislation.
 - Consideration should be given as to whether the target would be applied for each individual board or all public appointments collectively.

CONTACT

Aretha Phillip, Manager, Public Appointments, City Clerk's Office, aphilli@toronto.ca,
416-392-8152

SIGNATURE

Ulli S. Watkiss
City Clerk

ATTACHMENTS

Appendix A - City of Toronto boards used to analyze gender diversity for all public appointments

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- Board of Health
- Build Toronto
- Civic Theatres Toronto
- Committee of Adjustment
- Exhibition Place
- George Bell Arena
- Greater Toronto Airports Authority Community Environment and Noise Advisory Committee
- Greater Toronto Airports Authority Consultative Committee
- Lakeshore Arena
- Larry Grossman Forest Hill Memorial Arena
- Leaside Memorial Community Gardens Arena
- McCormick Playground Arena
- Metro Toronto Convention Centre
- Moss Park Arena
- North Toronto Memorial Arena
- PortsToronto (formerly the Toronto Port Authority)
- Property Standards Committee/Fence Viewers
- Real Estate Advisory Committee
- Rooming House Licensing Commissioner and Deputy Commissioner
- Sign Variance Committee
- Ted Reeve Community Arena
- Toronto Atmospheric Fund
- Toronto Community Housing Corporation
- Toronto Hydro
- Toronto Licensing Tribunal
- Toronto Pan Am Sports Centre
- Toronto Parking Authority
- Toronto Police Services Board
- Toronto Public Library
- Toronto Transit Commission
- Toronto Zoo
- Toronto and Region Conservation Authority
- Waterfront Toronto
- William H. Bolton Arena
- Yonge-Dundas Square