

THE PROSPERITY PROJECT
2023 ANNUAL REPORT CARD ON
GENDER DIVERSITY AND LEADERSHIP

The Zero Report



Acknowledgements

We applaud the 98 CEOs and their organizations who stepped up by collecting this data and sharing it with The Prosperity Project. Thank you for your leadership in showing others the path forward.

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	Louis Gagnon President & CEO Foresters Financial	Jay Grewal President & CEO Manitoba Hydro	Jamie Coulter CEO Raymond James Ltd.	

Names and titles as of November 30, 2022

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- > Webnames.ca
- > WeirFoulds

EY's Translation Services have proudly contributed to this Annual Report Card by translating this important information into French.

As of December 31, 2022

About The Prosperity Project

The Prosperity Project is a volunteer-driven, registered charity that fills an important need to explicitly link women and prosperity to underscore the economic importance of gender equality. The Prosperity Project is actioning this mission through research-focused and action-based initiatives, such as our Annual Report Card on Gender Diversity and Leadership.

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“ WCM has undertaken several initiatives in the past year to advance inclusion and diversity at the leadership level. This past fall, we launched our Parental Leave Pledge that asks our sponsors to improve their policies and culture around parental leave use, particularly for fathers and non-birth parents. When partners ‘share the care’, it becomes easier for women to advance. We also launched our Inclusive Leadership Training series, which is targeted at senior men and allies, and teaches participants how to view their leadership practice through the lens of ED&I. Finally, through our Emerging and Executive Leaders programs, we’ve provided networking and sponsorship opportunities to mid-senior level women across Canada. These programs also provide executive-level coaching to help them advance their careers. ”



Lara Zink
President & CEO
WCM (Women in Capital Markets)

Preamble

When Women Succeed, We All Prosper.

Welcome to The Prosperity Project and our 2023 Annual Report Card, the third in a series launched in February 2021. This groundbreaking research – a close look at 17,974 Canadian leaders who self-identified as women – has its roots in what our Founding Visionaries concluded in April 2020: COVID would have a devastating impact on women. As women who are leaders, we feared job losses, increased gender-based violence, and an increased burden of childcare/homeschooling/elder care would have a disproportionate impact on women. We reached into our pockets to seed The Prosperity Project, rolled up our sleeves as volunteers and got to work to mitigate the impact of the pandemic on Canadian women. Over the last three years, the data measuring these impacts confirmed our fears.

The Prosperity Project is more relevant than ever, given the economic and social challenges we face as a country in 2023. A global consultancy has calculated that Canada could add a cumulative \$150 billion to the country's economy over a decade – a GDP boost of 0.6% annually – if there were gender equality in the workplace, starting at

the top. Through the Annual Report Card and other initiatives, The Prosperity Project continues to make the explicit link between women and prosperity, underscoring the economic importance of gender equality as Canada begins to enter the recovery phase. We apply intersectional identities and inclusivity lenses to serve women who also identify as women of colour, Indigenous, Black, 2SLGBTQIA+, and/or living with disabilities.

The 98 participating organizations and their CEOs deserve full marks for their commitment to transparency and the setting of a baseline to measure progress. They are showing us the way on gender and non-gender diversity disclosure at a time when stakeholders are seeking greater disclosure. We firmly believe that gender parity (40-60%) at the leadership level is possible. I promise you will find valuable insights, including lead practice from our Roundtable (beginning on page 30). We hope the Annual Report Card will help you set detailed plans and diversity goals. Strong and courageous leadership is what will take you there.



Pamela Jeffery
Pamela Jeffery
Founder & CEO
The Prosperity Project

Executive Summary

This is our third year conducting this survey and collecting ground-breaking data. There is no other organization collecting such in-depth data about women in corporate Canada at the top four leadership levels: the board, executive officers, senior management and the pipeline to senior management. It is imperative that we continue to collect and share this data so we can identify barriers and find solutions that drive gender equality in corporate settings. It is important to remember that according to the 2021 Census, 50.7% of Canadians are women as we analyze our survey results. As we'll see in most instances, while we have a relatively equal population of men and women in Canada, this is rarely reflected in corporate leadership. Our findings as of September 30, 2022 include:

- Women continue to represent about one-third of corporate director roles (34.8%) and just under one-third of executive officer roles (32.3%), which are similar results to the 2022 report (34.2% and 29.2%, respectively).

- Women's representation in pipeline to senior management roles is the highest of the four leadership levels (42.9%), however, this number declined by 11.9 percentage points (from 54.8% in 2022). A drop in women's representation in pipeline roles should be an alert for more organizations to take action and commit to closing the gender parity gap by investing in and promoting women consistently through equitable recruitment, hiring and promotion strategies.
- There is a serious underrepresentation of women with at least one intersecting identity (racialized, Indigenous, living with disabilities, 2SLGBTQIA+) in senior leadership roles. Women of colour hold 9.4% (up from 6.2% last year) of board, executive and pipeline positions collectively, with Black women, Indigenous women, women with disabilities and 2SLGBTQIA+ women each holding 1.5% or less of senior leadership and pipeline positions, respectively. These are important distinctions. The data

tells us that we need even more focus on increasing their leadership roles in the coming years. At the board level, only 4.4% of women-held roles are held by women of colour with Black women, Indigenous women, women with disabilities and 2SLGBTQIA+ women holding less than 1% of senior leadership and pipeline positions, respectively.

- Crown corporations have maintained gender parity in corporate director roles (45%), senior management roles (45%) and pipeline to senior management roles (43%) and are edging closer to gender parity in executive officer roles (38%).
- The financial services, utilities and retail industries are leading the way in respect of gender parity across the four leadership levels. Each has achieved gender parity at two of the four leadership levels, with financial services and utilities one percentage point away from achieving gender parity at three leadership levels.

Against the backdrop of economic and social challenges we face in 2023, The Prosperity Project is more relevant than ever. We are shifting our focus from mitigating the impact of the pandemic on women to identifying and tackling the barriers standing in the way of women's economic security and Canada's prosperity that were exacerbated by the pandemic. According to a leading global consultancy, Canada could add a cumulative \$150 billion to the country's economy over a decade – a GDP boost of 0.6% annually – if we achieve gender equality in the workplace, starting at the top. Our Annual Report Card explicitly links women and prosperity. We go even further and apply intersectional identities and inclusivity lenses to serve women who also identify as women of colour, Indigenous, Black, 2SLGBTQIA+, and/or living with disabilities.

“ At CPP Investments, we're making progress towards increasing the number of senior women investors from all communities and backgrounds, reaching 24% in 2022. We continue to achieve 50/50 hiring targets and remain focused on building inclusive practices that drive recruitment, development, and retention. Furthermore, we're partnering with global experts on becoming allies to women and other historically underrepresented groups to build a more inclusive and equitable workplace. ”



John Graham
President & Chief Executive Officer
CPP Investments

The topic of Diversity, Equity and Inclusion (DEI) is often discussed in boardrooms across the country. Our data uncovers the current state of women-held leadership roles in corporate Canada, and will help enable organizations to evolve their recruitment, hiring and promotion strategies to ensure women are not overlooked. We are grateful to the 98 organizations that participated in our survey, our Founding Visionaries and Visionaries, our Board and our Partners for joining our journey to create a more inclusive corporate Canada for women to thrive.

When women succeed, we all prosper. We invite more organizations to join our mission by becoming a Partner, Believer or Corporate Member of The Prosperity Project to support women's leadership across Canada.

Introduction

When women succeed, we all prosper.

Change does not happen overnight. It takes awareness, commitment and collaboration, and even then, change can be difficult. The 2023 Annual Report Card presents the only study of its kind with the largest-ever number of organizations – 98 – looking at women’s representation with 17,974 women at the leadership level of corporate Canada. We are grateful for the 98 CEOs, their organizations and their leaders who are women, who shared self-identification data with The Prosperity Project. Without this data, change would not be possible.

One of our most pressing challenges is gender equality. It comes in many forms and can sometimes be difficult to identify. But it is omni-present in our lives. At The Prosperity Project, we are working to increase awareness of gender equality issues because without awareness, we can’t identify the barriers

and what needs to change. Knowledge is power, and the data we collect is a powerful tool in our efforts to bring this discussion to the forefront and drive change.

We continue to welcome organizations to join our work and partner with The Prosperity Project. We are thankful for the 28 organizations that make up our Founding Partners and Sponsors, Founding Believers and Corporate Members. Their support enables our work to help create a more inclusive and prosperous Canada. Without them, we couldn’t shine a light on this important topic. The COVID pandemic didn’t create the issue of gender inequality, it simply made it undeniably apparent, so more people and organizations are now taking steps to address and rectify it. It is imperative that we increase the number of women in Canada’s labour force and

increase the representation of women at the leadership table because it will benefit all Canadians. To remain a true global economic competitor, we must embrace women in leadership roles.

As we emerge from the pandemic, the reality of women bearing the brunt of responsibilities for childcare and elder care while also shouldering a greater mental load must be acknowledged in order for us to address it as a collective. Only then will we create solutions that make a real difference. Our collective drive to support accessible, reliable childcare was a major win of 2022 with the Government of Canada reaching a Canada-wide early learning and child care agreement with all 13 provinces and territories. Accessible and affordable childcare is one factor that can help enable women across the country to enter the workforce or increase their ability to work.

The 2023 Annual Report Card includes data from 98 participating organizations and their leaders who identify as women, which is an increase from the 82 participating organizations in our 2022 Annual Report Card. The participating organizations include public, private and Crown corporations across the country. This mix affords us a more comprehensive look at the reality facing women in corporate Canada. This detailed snapshot is a valuable tool in deciphering the solutions to drive change for women, and growing our shared economic prosperity.

While the representation of women increased slightly at the corporate director and more significantly at the executive officer levels between the 2022 and 2023 reports, women’s representation at the senior management and pipeline to senior management roles both decreased. These should serve as a warning that if more organizations don’t take action

“ As a purpose-driven, global employer, TELUS has a responsibility to be at the forefront of addressing gender equity and reflect the diversity of our team and communities. We’re proud of our industry-leading commitments with 40% of TELUS’ executive leadership team and almost 50% of our Board currently held by women. ”



Jill Schnarr
Chief Social Innovation and
Communications Officer
TELUS

and commit to recruitment, hiring and promotion strategies that promote gender equality, we stand to lose even more leaders who identify as women.

We saw encouraging growth in the representation of women with at least one intersecting identity. However, there is still much work to be done to bridge the gender parity gap at the senior leadership level in corporate Canada, which is even further exacerbated by intersecting identities, including women of colour, Indigenous women, Black women, women with disabilities and women who identify as 2SLGBTQIA+.

Once again, we chose the Zero Report as the subtitle for the 2023 Annual Report Card. We cannot deny the reality women face in the corporate sector. This report is part of our tireless efforts to uncover the systemic barriers, foster discussion and drive change. Our subtitle is important because even as there is positive change happening in some organizations, it is still not enough. Our work won’t end until the representation of women on boards and in senior and executive roles is representative of women across Canada. In other words, until there is zero gender disparity.

Key Findings

We are encouraged that as of September 30, 2022, women represented slightly more than one-third of corporate director roles (34.8%), maintaining the 2022 representation (34.2%). We are also pleased to see that the representation of women in executive officer roles rose from 29.2% in 2022 to 32.3% in 2023.

We, unfortunately, also saw the representation of women in senior management and pipeline to senior management roles decline in the 2023 Annual Report Card. While the decline of women in senior management roles was slight (39.1% in 2023 from 41.9% in 2022), the decline of women in pipeline to senior management roles was more pronounced, falling from 54.8% in 2022 to 42.9% in 2023. This is a discouraging finding because it means there are fewer women in pipeline roles who can progress to more senior roles.

Representation among Black and Indigenous women, as well as women with disabilities or those who identify as 2SLGBTQIA+, is of central importance. Our data identifies a serious underrepresentation among women with these intersecting identities. Racialized women hold only 10.3% of senior leadership and pipeline positions, with Indigenous women, women with disabilities and 2SLGBTQIA+ women each holding less than 2% of senior leadership and pipeline positions.

As with our 2022 Annual Report Card, the results of our most recent survey reinforce that we must do more to improve the representation among Black and Indigenous women, as well as women with disabilities and those who identify as 2SLGBTQIA+. There continues to be a serious underrepresentation of women with these intersecting identities in corporate Canada. Women of colour hold only 9.4% of women-held leadership roles, and while this is an increase from

Snapshot of Women's Representation in:				Organizations with One or More Women who Identify as Racialized				Organizations with One or More Women who Identify as 2SLGBTQIA+			
	2022	2023	YoY change		2022	2023	YoY change		2022	2023	YoY change
Corporate Director Roles	34.2%	34.8%	▲ 0.6%	Corporate Director Roles	30.5%	27.6%	▼ -2.9%	Corporate Director Roles	4.9%	8.2%	▲ 3.3%
Executive Officer Roles	29.2%	32.3%	▲ 3.1%	Executive Officer Roles	24.4%	28.6%	▲ 4.2%	Executive Officer Roles	4.9%	3.1%	▼ -1.8%
Senior Management Roles	41.9%	39.1%	▼ -2.8%	Senior Management Roles	62.2%	59.2%	▼ -3.0%	Senior Management Roles	14.6%	22.4%	▲ 7.8%
Pipeline to Senior Management Roles	54.8%	42.9%	▼ -11.9%	Pipeline to Senior Management Roles	75.6%	67.3%	▼ -8.3%	Pipeline to Senior Management Roles	36.6%	36.7%	▲ 0.1%
Overall Representation of Corporate Directors, Executive Officers, Senior Management & Pipeline to Senior Management Roles held by Women				Organizations with One or More Women who Identify as Indigenous				Organizations with One or More Women who Identify as a Women with Disabilities			
	2022	2023	YoY change		2022	2023	YoY change		2022	2023	YoY change
Racialized Women				Corporate Director Roles	6.1%	7.1%	▲ 1.0%	Corporate Director Roles	9.8%	3.1%	▼ -6.7%
Black Women	0.5% → 0.9%	6.7%	▲ 3.6%	Executive Officer Roles	2.4%	3.1%	▲ 0.7%	Executive Officer Roles	4.9%	8.2%	▲ 3.3%
Women of Colour	6.2% → 9.4%	10.3%	▲ 3.6%	Senior Management Roles	12.2%	19.4%	▲ 7.2%	Senior Management Roles	31.7%	34.7%	▲ 3.0%
Indigenous Women	0.3%	0.3%	0.0%	Pipeline to Senior Management Roles	39.0%	26.5%	▼ -12.5%	Pipeline to Senior Management Roles	46.3%	52.0%	▲ 5.7%
Women with Disabilities	0.9%	1.5%	▲ 0.6%								
2SLGBTQIA+	0.4%	1.0%	▲ 0.6%								

2022 (6.2%), there is still more work to be done. Indigenous women remain below 1% representation with 0.3%, while 2SLGBTQIA+ women and women with disabilities rose slightly to 1% and 1.5%, respectively.

Compared to our 2022 Annual Report Card, Crown corporations have maintained gender parity in corporate director roles (45%), senior management roles (45%) and pipeline to senior management roles (43%) and are edging closer to gender parity in executive officer roles (38%). There is still much room for improvement in the corporate director roles among public companies, private companies and Canadian subsidiaries of foreign-owned corporations, co-operative and not-for-profit organizations.

Crown corporations, private companies and Canadian subsidiaries of foreign-owned corporations, co-operatives and not-for-profits have all achieved gender parity in pipeline to senior management roles, and public companies are not far off (39%), which is encouraging for the future of women in senior corporate roles.

Across the industries in this survey, the financial services, utilities and retail industries are leading the way in respect of gender parity across the four leadership levels. The finance and insurance sector and the utilities sector both have solid representations of women in three of the four senior levels. As of 2023, representation for women is greatest for corporate director roles for transportation and warehousing grouping (49%) and the utilities sector (44%).

The data reminds us that diversity representation at the highest levels of leadership remains an important topic that we must continue to address. The overall trend in pipeline to senior management roles was downward, compared to the 2022 Annual Report Card. We need to continue to support women advancing in the workplace to see them reach more senior levels. It will be interesting to continue watching the results over subsequent years to see if this pipeline talent indeed grows into progressively senior roles.

Considering that according to the most recent Canadian census data 50.7% of Canadians are women, the data from our survey clearly shows that we need to continue to support women in corporate Canada because they can play a major role in long-term economic prosperity.

1. The Annual Report Card reflects The Prosperity Project's commitment to a society with zero barriers to inclusion by taking action through The Prosperity Project's 5 Initiatives to eliminate gender and non-gender inequities.
2. The Report is a nod to what is known as a result of 2022 disclosure by TSX-listed companies. According to this disclosure published by the Canadian Securities Administrators (CSA), 13% and 30% of issuers have zero women on their boards of directors or in executive officer roles, respectively.
3. According to this same disclosure, 61% and 96% of issuers have zero targets in respect to women's representation at the board and executive officer levels.

Vision

We believe that women can play a major role in Canada's future economic prosperity. The work we do at The Prosperity Project to drive awareness and solutions to close the gender parity gap at the senior level in corporate Canada is more relevant than ever, given the economic and social challenges we're facing. According to a leading global consultancy, Canada could add a cumulative \$150 billion to the country's economy over a decade – a GDP boost of 0.6% annually – if there was gender equality in the workplace, starting at the top.

Diversity at the board and senior leadership levels consistently results in better financial performance. Diverse perspectives drive innovation and thought leadership, and improve decision making. Companies that embrace inclusivity will have a

“ At AGF, we embrace diverse backgrounds, experiences and perspectives, and champion social change. In 2022, we continued to shape our DEI strategy, leveraging an external DEI consultancy and completing a voluntary data collection exercise to assess our employee population and set baselines to measure our progress. ”



Judy Goldring
President and Head of Global Distribution
AGF Management Limited

competitive advantage and be more sought after by investors and job seekers. Yet, we still read about individuals with additional identification, such as racialized or Indigenous, experiencing income gaps, even when other factors like education are equal (January 2023 Statistics Canada [article](#)).

As the country has shifted from living in the midst of a pandemic to recovery and getting back to pre-pandemic norms, employees across sectors are reflecting on their priorities. Flexible and remote work are important factors of recruitment and retention strategies, but organizations must ensure they are representative and inclusive of both the women and men. Open and transparent policies that centre on equity and inclusion continue to be paramount and will serve as evidence of an organization's commitment to these values to investors, employees and job seekers.

The Prosperity Project is entering a new phase as we shift our focus from mitigating the impact of the pandemic on women to identifying and tackling the barriers standing in the way of women's economic security and Canada's prosperity that were exacerbated by the pandemic. Through our Annual Report Card and suite of other initiatives and resources, we are making the explicit link between women and prosperity, underscoring the economic importance of gender equality during the recovery and post-recovery periods. We apply intersectional identities and inclusivity lenses to serve women who also identify as women of colour, Indigenous, Black, 2SLGBTQIA+, and/or living with disabilities.

In September 2022, The Prosperity Project brought together a diverse group of executives whose organizations are Founding Partners and Sponsors of The

Prosperity Project. This was the first in our new Women and the Economy Roundtables Series designed exclusively for our Partners and Supporters to discuss specific barriers and to identify paths forward. The next roundtable in this series will focus on Indigenous women in the economy, in line with The Truth and Reconciliation Commission Calls to Action Number 92.

When women succeed, we all prosper. We invite organizations to join our mission by becoming a Partner, Believer or Corporate Member of The Prosperity Project to support women's leadership across Canada.

“ Inspired by our Purpose, to Boldly Grow the Good in business and life, BMO has accelerated our Zero Barriers to Inclusion strategy, focused on fostering an inclusive society by providing access to opportunities for groups facing systemic barriers both inside and outside our doors. In 2022 we continued to increase gender equity for our workforce by outpacing our representation goals for women in senior leadership roles. Our work is founded upon an intersectional strategy of talent development and advancement programs, and comprehensive benefits to support women in building meaningful careers. Bold commitments require bold actions – as Chair of the Catalyst Canada Advisory Board, I'm proud of BMO's partnership with the Prosperity Project to drive progress for inclusion and diversity. ”



Darryl White
Chief Executive Officer
BMO Financial Group

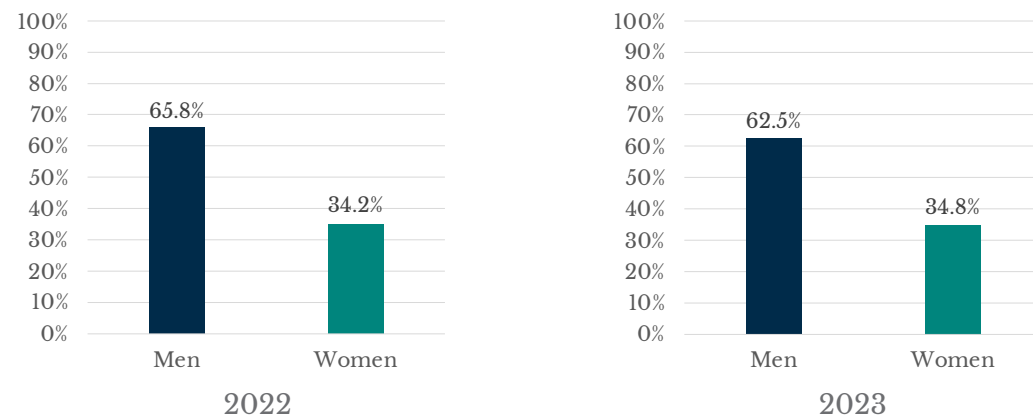
2023 Results

Women's Representation

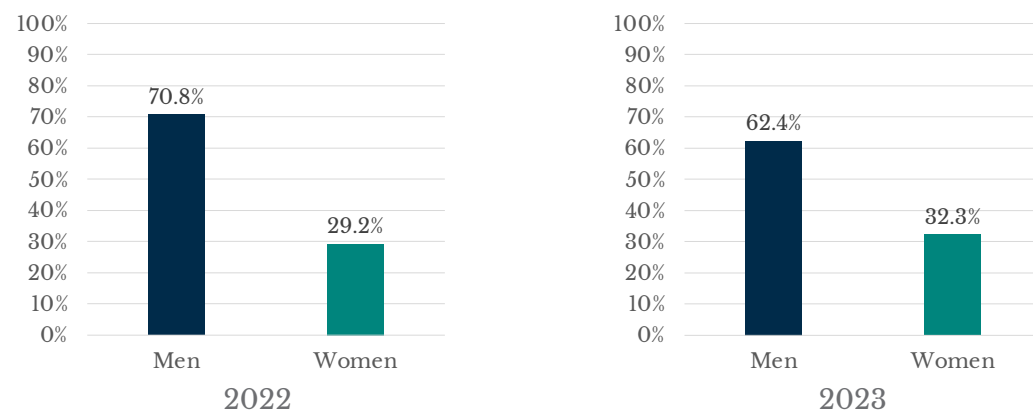
Throughout this section, the 2022 Annual Report Card (2022 Report) results are used as a comparison to the 2023 Annual Report Card results.

Reference to gender parity is also made throughout the results section. We define gender parity as an optimal balance of 40 – 60% representation of women.

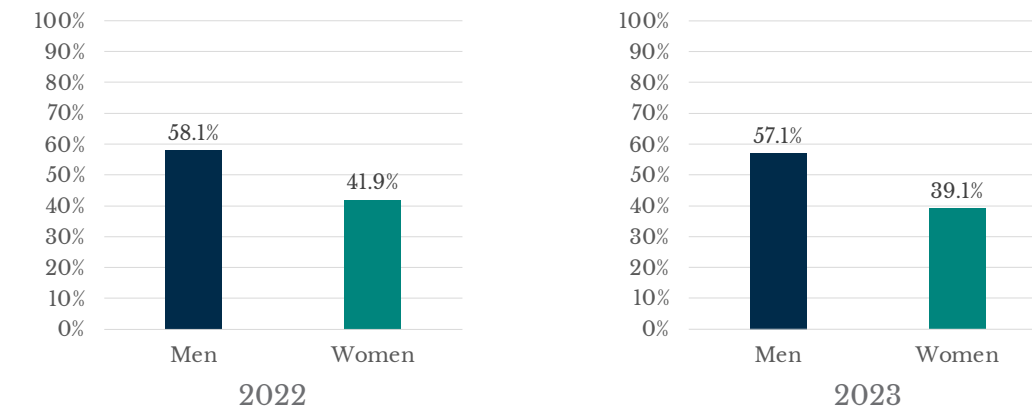
Women's Representation of Corporate Directors



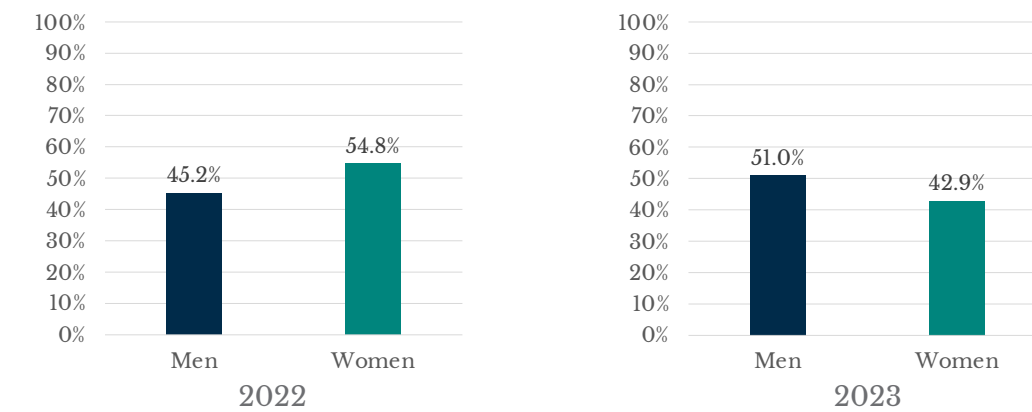
Women's Representation of Executive Officers



Women's Representation of Senior Management Roles



Women's Representation of Pipeline to Senior Management Roles



The Representation of Women in Pipeline Roles Has Fallen Dramatically as of September 30, 2022.

Women's representation at the corporate director, executive officer, senior management, and pipeline to senior management levels ranges from 32.3% (executive officer) to 42.9% (pipeline to senior management). While women's representation grew in corporate director and executive officer roles, these gains were dwarfed by an alarming decline in the number of women in the pipeline to these roles. This has resulted in fewer organizations achieving gender parity in pipeline roles in comparison to 12 months ago. This threatens to reduce the representation of women in board and executive officer roles in the future if this is not reversed.

Starting at the top, there is a slight increase (0.6 percentage point) in

representation at the board level, and a more significant increase (3.1 percentage points) at the executive officer level. There is a significant decrease (2.8 percentage points) in representation at the senior management level which is the pipeline to the executive officer level. There is an even greater decrease (11.9 percentage points) in the pipeline to senior management roles.

50.7% of Canadians identify as women according to the 2021 Census. The Prosperity Project Inclusion Gap of 18.4 (the difference between representation by population and representation at the leadership levels of Canada's largest organizations) is highest at the executive officer level (50.7% - 32.3% = an 18.4 percentage point gap). It is encouraging that this gap is lower than last year's Inclusion Gap of 21.7.

Women's Representation by Organization Type

	Crown Corporation	Public Company	Private Company	Canadian Subsidiary of Foreign-owned Corporation, Co-operative, Not-for-Profit
Board Roles	45%	37%	33%	31%
Executive Officer Roles	38%	27%	36%	36%
Senior Management Roles	45%	35%	39%	38%
Pipeline to Senior Management Roles	43%	39%	47%	44%

Legend

- 27% - 33%
- 34% - 40%
- 41% - 47%

Crown Corporations are Leading The Way in Achieving Gender Parity.

Our quantitative analysis shows that Crown corporations are alone in achieving gender parity at more than one leadership level.

Representation of women in leadership roles has fallen dramatically in the last 12 months according to our findings. Last year we reported that gender parity had been achieved at two leadership levels in public and private companies and at three leadership levels in Crown corporations and the Canadian subsidiaries grouping. This year, gender parity has been achieved at one leadership level in private companies and in the Canadian subsidiaries grouping. Gender parity was not achieved at any level in public companies.

Over the last 12 months, at the board level, women's representation grew slightly in private and public companies and fell in Crown corporations and Canadian subsidiaries. At the executive officer level, women's representation grew slightly in Crown corporations and in public companies and grew significantly in private companies. However, it fell dramatically in Canadian subsidiaries.

In the all-important pipelines that determine representation in the C-Suite in the years ahead, women's representation fell in all but private companies with the biggest declines in public companies. The declines were greater in the pipeline to senior management than in senior management. In the pipeline to senior management, the fall was most pronounced in public companies: from 58% to 39%.

Across all 98 organizations, representation of women is the highest at the pipeline to senior management level, except for Crown corporations, where representation in corporate director roles (45%) and senior management roles (45%) is highest.

“The Prosperity Project shines a bright light on equity, diversity and inclusion. At the WSIB, we are grateful for that spotlight as we work to make inclusion part of everything we do and create an environment where women feel supported and valued and see themselves represented at every level.”



Jeffery Lang
President and CEO
Workplace Safety and Insurance Board (WSIB)

Women's Representation by Industry Highlights*

	Finance & Insurance	Manufacturing	Mining, Quarrying, Oil & Gas Extraction, and Services	Retail Trade	Transportation & Warehousing	Utilities
Board Roles	39%	36%	23%	32%	49%	44%
Executive Officer Roles	35%	25%	18%	33%	34%	37%
Senior Management Roles	42%	20%	31%	47%	37%	42%
Pipeline to Senior Management Roles	45%	23%	33%	46%	33%	39%

Legend

- 18% - 28%
- 28% - 39%
- 39% - 40%

Financial Services, Utilities and Retail Leading the Way in Gender Parity.

The financial services, utilities and retail industries are leading the way in respect of gender parity across the four leadership levels. Each has achieved gender parity at two of the four leadership levels, with financial services and utilities one percentage point away from achieving gender parity at three leadership levels. The transportation and warehousing industry has achieved gender parity at one leadership level: the board of directors. The mining and manufacturing industries have the lowest representation of women, particularly at the executive officer and senior management levels in comparison with other industries.

Women's representation across all industries is strongest at the senior management level, with three industries achieving gender parity: retail trade (47%), utilities (42%) and, finance and insurance (42%). Like last year, representation is weakest at the executive officer level. Women's representation has fallen in pipeline roles across the board. It will be important that this is addressed as this threatens the progress that individual companies have made in respect of women's representation in executive officer and board roles.

“2022 was a year of continuing and reinforcing our commitment to diversity and inclusion at NEO and beyond. We engaged the services of an EDI Consultant, and together with our executive leadership team, developed guiding principles, long-term goals, and clear measurables to ensure forward progress. We appointed two senior female leaders to the Executive Committee at NEO to ensure diversity of perspectives and gender representation. And NEO's leadership team also played an instrumental role in the B20 Women in Business Action Council, developing actionable policy recommendations to reduce the gender gap in business around the world.”



Jos Schmitt
Co-Founder & CEO
NEO Exchange

**If there were fewer than six organizations in a sector, data were combined with data from other sectors to protect anonymity of individual organizations. For this reason, we are unable to present year-over-year results in five sectors: arts, entertainment and recreation; health care and social assistance; real estate and rental and leasing; professional, scientific and technical services; and information and cultural industries.*

Women's Representation: Women of Colour, Indigenous, Black, Living with One or More Disabilities and/or 2SLGBTQIA+

Percentage of Organizations With At Least One Woman by Identity

Identity	Board Roles	Executive Officer Roles	Senior Management Roles	Pipeline to Senior Management Roles
Men	88.8%	93.9%	91.8%	90.8%
Women	86.7%	91.8%	94.9%	94.9%
Black Women	14.3%	6.1%	17.3%	41.8%
Women with Disabilities	3.1%	8.2%	34.7%	52.0%
Indigenous Women	7.1%	3.1%	19.4%	26.5%
Women of Colour	20.4%	24.5%	57.1%	67.3%
2SLGBTQIA+ Women	8.2%	3.1%	22.4%	36.7%
Non-binary / Gender Non-conforming	0.0%	1.0%	3.1%	9.2%
Undisclosed*	10.2%	14.3%	20.4%	25.5%

Undisclosed refers to individuals who chose not to disclose their gender identity.

Majority of Organizations Continue to Have Zero Women Who Also Identify as Women of Colour in Board and Executive Roles But do Have Representation in Senior Management And in Pipeline to Senior Management.

The chart above depicts the percentage of organizations that have at least one woman who also identifies as a woman of colour, Indigenous, Black, living with disabilities and/or 2SLGBTQIA+ at each of the four leadership levels.

Most organizations continue to have zero women who also identify as either Indigenous, Black, living with one or more disabilities and/or 2SLGBTQIA+ at all four leadership levels. While the majority of organizations continue to have zero women who also identify as women of colour in board and executive roles, it is encouraging that the majority do have representation in senior management and the pipeline to senior management.

Indeed, women of colour are the most represented as we also reported in the 2022 Annual Report Card. Starting at the board level, one in five (down from one in four in 2022) organizations has at least one woman who also identifies as a woman of colour. At the executive officer level, one in four (similar to 2022) organizations has at least one woman of colour. Like last year, fewer than one in ten organizations has at least one woman who also identifies as Indigenous, living with disabilities and/or 2SLGBTQIA+ at these two top levels. Encouragingly, more than one in ten organizations (14.3%) now has at least one woman who identifies as Black (one in ten last year).

In senior management, it is encouraging that approximately two in ten organizations have at least one woman who also identifies as Black (17.3%, a 5.9 percentage point drop year-over-year), Indigenous (19.4%, a 7.2 percentage point rise) and/or 2SLGBTQIA+ (22.4%, a 7.8 percentage

point rise). Last year, Black women were alone in their representation in two in ten organizations. Three in ten organizations have at least one woman living with one or more disabilities (34.7%, a 3 percentage point rise). The picture is brightest for organizations with respect to women who also identify as women of colour: almost six in ten have at least one woman who also identifies as a woman of colour in senior management (57.1%, a 5.1 percentage point drop).

In the pipeline to senior management, the greatest decline in representation is Indigenous women: three in ten organizations have at least one woman


who also identifies as Indigenous (26.5%, a disappointing 12.5 percentage point drop). Four in ten have at least one woman who identifies as Black (41.8%, a 2.8 percentage point rise) and/or 2SLGBTQIA+ (36.7%, a 0.1 percentage point rise). Again, the picture is brightest for organizations with respect to women of colour: almost seven in ten (67.3%,) have at least one woman who also identifies as a woman of colour. Discouragingly, last year, this was 75.6%, an 8.3 percentage point drop.

“RBC’s success will always be driven by our employees, and we believe everyone should have equitable opportunities for pay, promotion and development. In 2022, RBC announced an investment of over \$200 million to help employees achieve their unique career and life goals. The investments included family-building benefits along with a focus on flexibility, skills and development. We added two new leadership development programs to support employees from historically underrepresented groups to enhance their leadership capabilities and accelerate their path to senior leadership and executive roles. With D&I as an important value and a strategic priority, we will continue to seek ways to advance diversity, strengthen our inclusive culture and enable economic inclusion.”

 **Kelly Pereira**
Chief Human Resources Officer
RBC

“At KPMG in Canada our commitment to inclusion, diversity, and equity is at the heart of everything we do. At the core of our strategy is listening to and acting on the feedback of our team members to advance a safe, affirming, and mentally healthy culture. We continually focus on building allyship and driving accountability. This past year we expanded our diversity of the partnership goals – which are linked to leader compensation – to include firm-wide goals as well, and we also accelerated our Truth & Reconciliation journey as a firm through our first multi-year action plan.

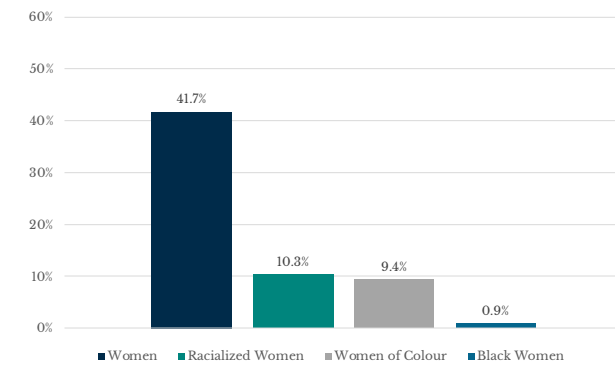
Every day I see firsthand the progress we’re making towards inclusion, diversity, and equity. At the same time, we still have further to go. As leaders in Corporate Canada, we all have a significant role to play towards the advancement of women and those who are most marginalized for us to thrive as a nation.”

 **Rob Davis**
Chief Inclusion, Diversity, and Equity Officer, Board Chair, Tax Partner
KPMG in Canada

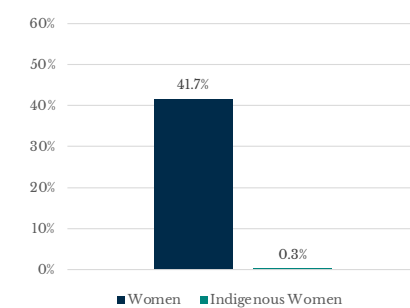
Overall Representation Summary (Across Board, Executive Officer, Senior Management, and Pipeline to Senior Management Roles Held by Women) of Women Who Also Identify as Racialized, Indigenous, Living With One or More Disabilities And/Or 2SLGBTQIA+.

The four graphs below show overall representation at the board, executive officer, senior management, and pipeline to senior management levels combined.

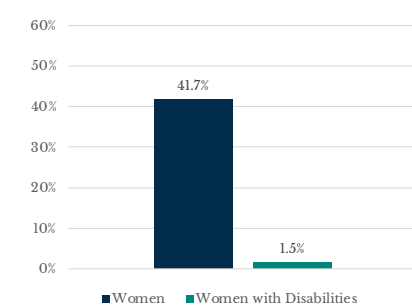
Overall Representation of Racialized Women, Women of Colour and Black Women



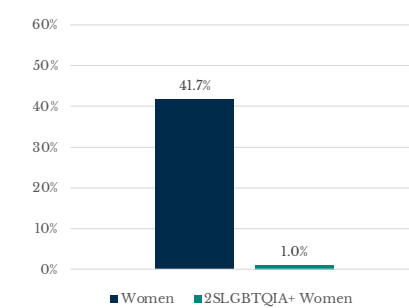
Overall Representation of Indigenous Women



Overall Representation of Women with Disabilities



Overall Representation of 2SLGBTQIA+ Women



Overall representation (across board, executive officer, senior management, and pipeline to senior management roles held by women) of racialized women (women who also identify as women of colour or Black) has improved from the 2022 Annual Report Card, but continues to show a dramatic difference in relation to the overall representation of women.

Representation of women who identify as racialized is 10.3%. This comprises representation of women who also identify as either women of colour (9.4%) or Black (0.9%). This reflects a 3.6 percentage point increase from the 6.7% reported last year.

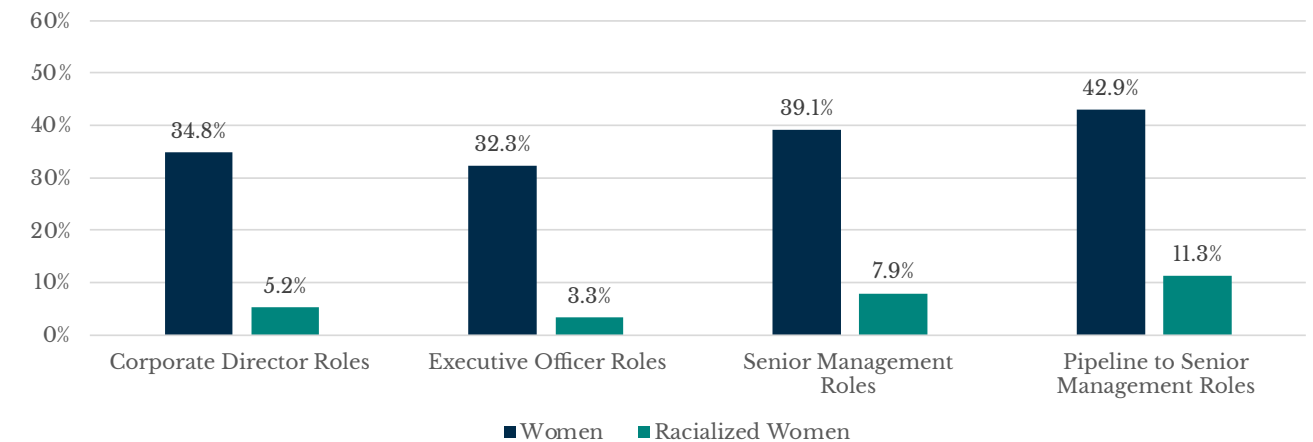
Overall representation (across board, executive officer, senior management,

and pipeline to senior management roles held by women) of women who also identify as Indigenous continued to show a starker difference (in comparison with other groups) in relation to the overall representation of women. Representation remained unchanged year-over-year at 0.3%.

The trend we see in the growing representation of racialized women is a trend we see in the representation of women living with one or more disabilities and/or 2SLGBTQIA+. However, the year-over-year 0.6 percentage point growth is much more subdued. Representation of women who identify as Indigenous women, living with one or more disabilities and/or 2SLGBTQIA+ is 0.3%, 1.5% and 1%, respectively.

Representation of Racialized Women

Representation of Racialized Women Across Roles



As discussed on page 20, overall representation (across corporate director, executive officer, senior manager and pipeline to senior manager roles held by women) of racialized women is 10.3%. This is a significant increase (3.6 percentage points) from the 2022 Annual Report Card (6.7%).

Starting at the board level, racialized women (women of colour and Black women) hold 5.2% of the board seats held by women (34.8%). This is a modest increase (0.3 percentage point) from the 4.9% as we reported last year. At the executive officer level, representation is lower, at 3.3% of C-suite roles held by women (32.3%). This is a modest decrease (0.4 percentage point) from the 3.7% as we reported last year.

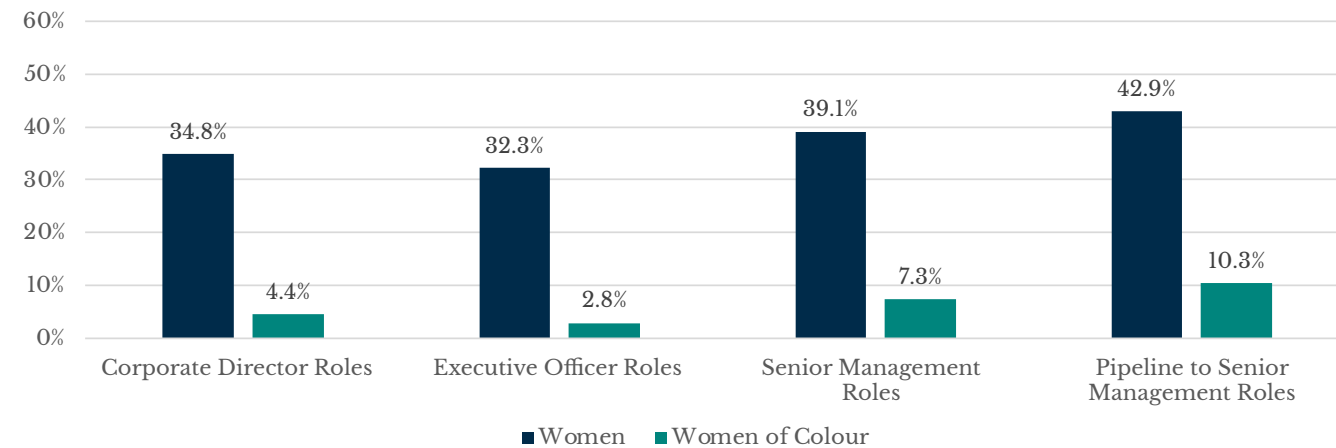
At the senior management level, representation of racialized women is 7.9% of senior management roles held by women (39.1%). This mirrors what we reported last year. It is in the pipeline to senior management where we see the most significant year-over-year change. This change is driving the significant increase of racialized women in leadership roles. Racialized women now hold 11.3% of these roles held by women (42.9%). This is a very significant increase (4.6 percentage points)

from the 6.7% we reported last year. The representation of racialized women at this level is the highest of the four leadership levels.

More than one quarter – 26.6% of Canadians – identify as racialized according to the 2021 Census. The Prosperity Project Inclusion Gap of 23.3 (the difference between representation by population and representation at the leadership level of Canada's largest organizations) is highest at the executive officer level (26.6%-3.3% = a 23.3-percentage point gap). The Inclusion Gap grew significantly (5 percentage points) from 18.3 as reported in the 2022 Annual Report Card. This year-over-year growth is the highest of the groups. It is driven by the growth in the Women of Colour Inclusion Gap.

Representation of Women of Colour

Representation of Women of Colour Across Roles



As discussed on page 20, overall representation (across corporate director, executive officer, senior manager, and pipeline to senior manager roles held by women) of women of colour is 9.4%. This is a significant increase (3.2 percentage points) from the 2022 Annual Report Card (6.2%).

Starting at the board level, women who also identify as women of colour hold 4.4% of the board seats held by women (34.8%). This is a modest decline (0.1 percentage point) from the 4.5% as we reported last year. At the executive officer level, representation of women of colour is the lowest of the four senior leadership levels, at 2.8% of C-suite roles held by women (32.3%). This is a decline (0.6 percentage point) from the 2022 Report.

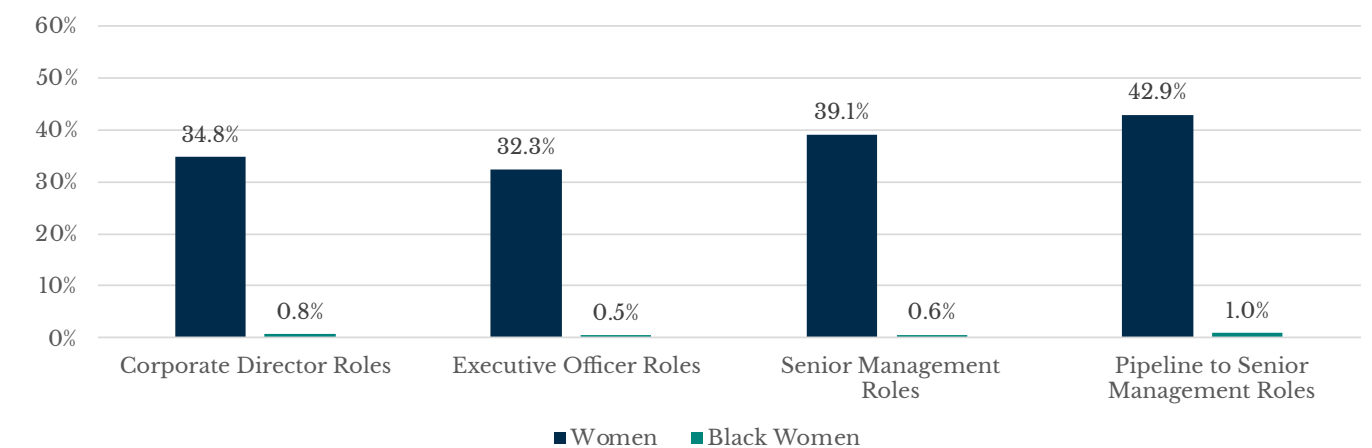
At the senior management level, representation of women of colour is 7.3% of senior management positions (39.1%). This is a modest increase (0.2 percentage point) from the 7.1% we reported last year. It is in the pipeline to senior management where we see the most significant year-over-year change for women of colour (and Black women

as noted earlier). This change is driving the significant increase of women of colour in leadership roles. Representation of women of colour is highest of the four leadership levels in the pipeline to senior management at 10.3% of these roles held by women (42.9%). This is a very significant increase (4 percentage points) from the 6.3% we reported last year. It is promising that there were increases in representation of women of colour at the pipeline and senior management levels because they can be promoted into progressively senior leadership roles in the future.

Almost one quarter – 22.3% – of Canadians identify as people of colour, according to the 2021 Census. The Prosperity Project Inclusion Gap of 19.5 is highest at the executive officer level. The Inclusion Gap grew significantly (4.4 percentage points) from 15.1 as reported in the 2022 Annual Report Card.

Representation of Black Women

Representation of Black Women Across Roles



As discussed on page 20, overall representation (across board, executive officer, senior management, and pipeline to senior management roles held by women) of Black women is 0.9%. This is encouraging as representation has almost doubled from the 2022 Annual Report Card (0.5%).

Beginning with the board level, Black women hold 0.8% of the board seats held by women (34.8%). This is a modest increase (0.3 percentage points) from the 0.5% we reported last year. At the executive officer level, representation dips to 0.5% of C-Suite roles held by women (32.3%). This is another modest increase (0.3 percentage point) from the 0.2% we reported last year.

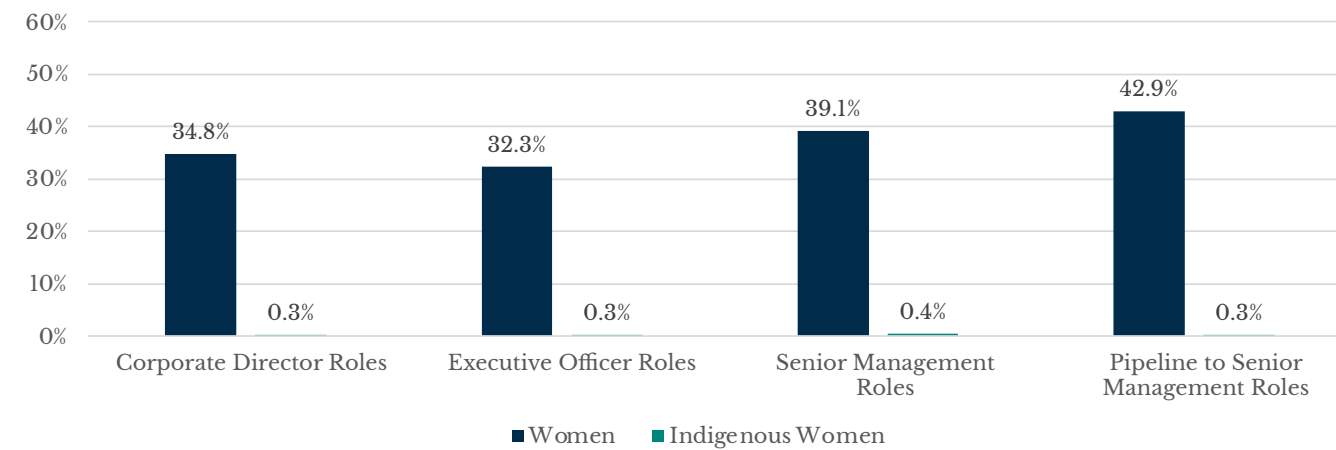
At the senior management level, representation of Black women is 0.6% of the total women-held senior management position (39.1%). This is a modest decrease (0.2 percentage point) from the 0.8% we reported last year. It is in the pipeline to senior management where we see the most significant year-over-year change. This change is driving the significant increase of Black women

in leadership roles. Black women now hold 1% of these roles held by women (42.9%). Representation in the pipeline to senior management level has doubled from the 2022 Annual Report Card (0.5%), which is encouraging since there are more Black women in the pipeline to senior management who can be promoted into progressively senior roles.

4.3% of Canadians identify as Black, according to the 2021 Census. The Prosperity Project Inclusion Gap of 3.8 is highest at the executive officer level. The Inclusion Gap grew modestly (0.5 percentage point) from 3.3 as reported in the 2022 Annual Report Card.

Representation of Indigenous Women

Representation of Indigenous Women Across Roles



As discussed on page 20, overall representation (across corporate director, executive officer, senior manager and pipeline to senior manager roles held by women) of Indigenous women is 0.3%. This mirrors what we reported in the 2022 Annual Report Card.

Starting at the board level, Indigenous women hold 0.3% of the board seats held by women (34.8%). This is the same representation at this level that we reported last year. At the executive officer level, representation is also 0.3% of C-suite roles held by women (32.3%), which is a modest increase (0.2 percentage point) from the 0.1% we reported last year.

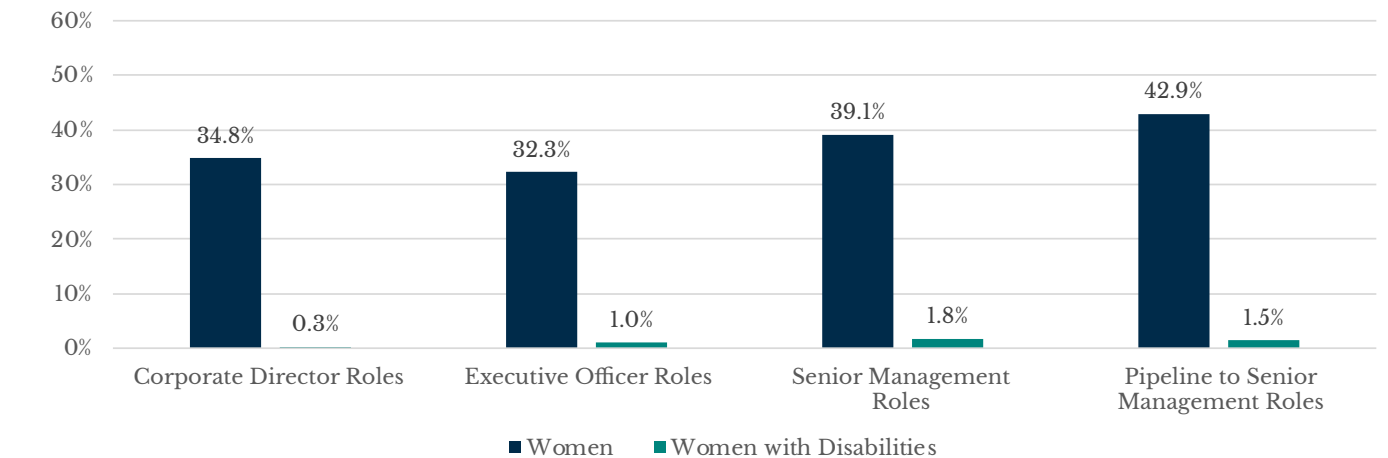
At the senior management level, representation of Indigenous women is 0.4% of senior management roles held by women (39.1%). While it is a modest increase (0.2 percentage point), it is a doubling over last year. Representation of Indigenous women in pipeline to senior management roles is 0.3%, which is consistent with the 2022 Report.

It is disappointing to see that Indigenous women's overall representation did not rise over the last 12 months. It remains at 0.3%. In comparison, representation of women who identify as women of colour, Black women, women with disabilities and 2SLGBTQIA+ women grew.

Five per cent of Canadians identify as Indigenous according to the 2021 Census. The Prosperity Project Inclusion Gap of 4.7 is highest at the corporate director, executive officer and pipeline to senior management levels. The Inclusion Gap fell (0.2 percentage point) from 4.9 as reported in the 2022 Annual Report Card.

Representation of Women Living with One or More Disabilities

Representation of Women Living with One or More Disabilities Across Roles



As discussed on page 20, overall representation (across board, executive officer, senior management, and pipeline to senior management roles held by women) of women living with one or more disabilities is 1.5%. This is a slight increase (0.6 percentage point) from the 2022 Annual Report Card (0.9%).

At the board level, women who also identify as living with one or more disabilities hold 0.3% of the board seats held by women (34.8%). This is a modest decrease (0.4 percentage point) from the 0.7% we reported last year. At the executive officer level, representation has more than tripled to 1% of C-Suite roles held by women (32.3%). However, it remains a modest increase (0.7 percentage point) from the 0.3% as we reported last year.

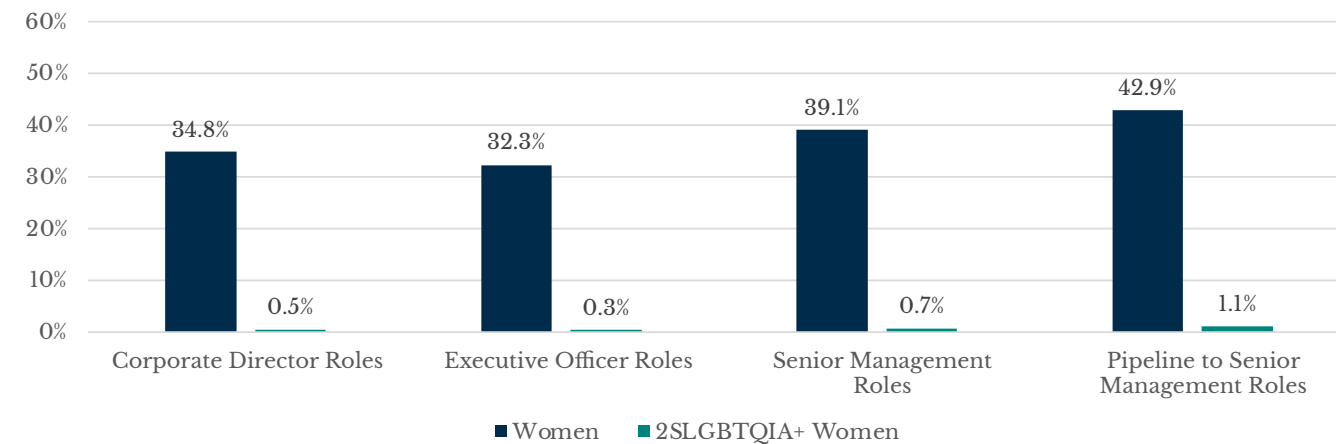
At the senior management level, representation of women living with one or more disabilities is 1.8% of senior management roles held by women (39.1%). The representation of women living with one or more disabilities at this level is the highest of the four

senior leadership levels. This is a modest increase (0.5 percentage point) from the 1.3% we reported last year. In the pipeline to senior management, women living with one or more disabilities hold 1.5% of these roles held by women (42.9%). This again is a modest increase (0.6 percentage point) from the 0.9% we reported last year.

Almost one quarter – 22% – of Canadians identify as living with a disability according to the 2017 Canadian Survey of Disability. The Prosperity Project Inclusion Gap of 21.7 is highest at the corporate director level. The Inclusion Gap remained unchanged as reported in the 2022 Annual Report Card.

Representation of 2SLGBTQIA+ Women

Representation of 2SLGBTQIA+ Women Across Roles



As discussed on page 20, overall representation (across board, executive officer, senior management, and pipeline to senior management roles held by women) of 2SLGBTQIA+ women is 1%. This is encouraging as representation has more than doubled from the 2022 Annual Report Card (0.4%).

Beginning with the board level, 2SLGBTQIA+ women hold 0.5% of the board seats held by women (34.8%). This is a modest increase (0.2 percentage point) from the 0.3% we reported last year. At the executive officer level, representation dips to 0.3% of C-Suite roles held by women (32.3%). This mirrors what we reported last year.

At the senior management level, representation of 2SLGBTQIA+ women is 0.7% of senior management roles held by women (39.1%). This is a slight increase (0.3 percentage point) from the 0.4% we reported last year. It is in the pipeline to senior management where we see the most significant year-over-year change. 2SLGBTQIA+ women now hold 1.1% of these roles held by women

(42.9%). Representation in the pipeline to senior management level has almost tripled from the 2022 Annual Report Card (0.4%). The representation of 2SLGBTQIA+ women at this level is the highest of the four leadership levels.

Four per cent of Canadians identify as LGBTQ2S+ according to Statistics Canada. The Prosperity Project Inclusion Gap of 3.7 is highest at the executive officer level. The Inclusion Gap remained unchanged as reported in the 2022 Annual Report Card.

Call To Action

When Women Succeed, We All Prosper: A Call To Action

The Prosperity Project's 2023 Annual Report Card presents a stark reality: a generation of Canadian women poised to move into leadership roles is disappearing. Unless we change course, it means a very tough future for our country.

As leaders who are women, we created The Prosperity Project in April of 2020 to address what we feared would be a disproportionate impact of the pandemic on women – in terms of job loss, increased burden of childcare and elder care, more likelihood of taking voluntary furlough options and pessimism about workforce advancement. Our worst fears have been confirmed by what has unfolded over the last three years. The pipeline of women moving toward executive roles has dried up.

Unless these issues are urgently addressed, they pose a serious threat

to Canada's economic recovery and prosperity.

This impacts every level of every organization. If women's representation in leadership roles drops precipitously, it is even more likely decisions affecting front-line employees will be gender biased.

Reversing this trend is not just a social imperative – it makes good business sense. Organizations that commit to increasing gender equality at the leadership level – benchmarking their progress and choosing to do so transparently* – will be better able to build competitive and profitable businesses through attracting, retaining and promoting top talent.

* Organizations can demonstrate transparency by participating in The Prosperity Project's Annual Report Cards. For details, please visit <https://canadianprosperityproject.ca/data-tracking>.

A 2017 study by an international consulting firm reported that advancing women's equality in Canada has the potential to add \$150 billion in incremental GDP growth by 2026. The pandemic didn't alter this forecast, but it has the trajectory going in the wrong direction.

Corporate Canada must take action – right now – to help promote gender equality.

We are calling upon all employers to lead by taking the following five steps:

- 1. Set women's representation workforce goals.**
At a minimum, we need to get back to the pre-pandemic level of representation of women across the entire workforce. This should be a benchmark in management performance evaluations.
- 2. Set and disclose progressive goals for women's representation at the board, executive officer levels and in the pipeline to executive officer roles.**
While aspirational, we believe that goals will be critical to bring about change and will fuel our economic recovery. We invite more organizations to take up the 50 – 30 Challenge announced by the Government of Canada in 2020. (For details, visit the [50-30 Challenge website](#).)
- 3. Gather and use gender and non-gender personal data to meet diversity goals.**
We brought together a roundtable of executives to help corporate leaders do this – see the highlights beginning on page 30. This provides a starting point for corporate leadership to measure their progress in creating a more inclusive workplace: what gets measured gets done.

- 4. Apply a gender lens to return-to-premises plans and hybrid workforce models.**
Now more than ever, flexible work arrangements must be updated. Understand and act on the flexibility requirements to maintain a productive work/home balance.

- 5. Deepen and broaden the talent pool through talent and skills development.**
Racialized women face even greater workforce challenges – to the detriment of the organizations that overlook them. For too long, corporate leaders have treated merit and diversity as mutually exclusive. Since two-thirds of our population growth comes from immigrants, organizations that focus on traditional skills development resources will be promoting from a shrinking talent pool.

In addition, we have called upon the federal government to continue to take a leadership role:

- 6. Implement an affordable national childcare and early childhood education program.**
In the 2021 Budget, the government laid out a plan to provide Canadian parents with, on average, \$10-a-day regulated childcare spaces for children under six years old, within the next five years, including a 50% reduction in average fees by the end of 2022. We applaud the federal government for its decision and are now calling on the Government of Canada and all provinces and territories to continue to work together to implement a childcare system based on the key principles of quality, affordability, flexibility and accessibility.

The reality may be even worse than we are presenting in the 2023 Annual Report Card. Corporate leadership across Canada needs to move quickly, aggressively and transparently to get more women back on track to leadership roles. Our country's economic future depends on it.

Call To Action: Lead Practice Roundtable

Harnessing the Power of Employee Self-Identification Data in the War for Talent

In November 2022, The Prosperity Project brought together a diverse group of executives whose organizations are Founding Partners and Sponsors of The Prosperity Project. At the roundtable, they discussed lead practice on using personal data to recruit and retain top talent at a time when many employers are struggling to fill positions. This follows last year's roundtable on using personal data to meet gender and non-gender diversity goals.

Vanessa Lewerentz, Chief Inclusion Officer at BMO Financial Group, **Karen Sihra**, Managing Director of Equity, Diversity and Inclusion at CPP Investments, **Silvia Gonzalez-Zamora**, Partner and National Equity, Inclusion and Diversity Practice Leader at KPMG in Canada, **Jos Schmitt**, Co-Founder, President & CEO, Board Member NEO Exchange & Connect, **Christina Cleveland**, Vice-President, Diversity and Inclusion, RBC and, **Lara Zink**, President and CEO of WCM (Women in Capital Markets), offered insights into what works to attract and keep great talent.

The Prosperity Project: What does lead practice look like at this moment when it comes to leveraging employee self-identification data for recruiting, development and retention?

Vanessa: An intentional approach to create a sense of belonging to

enable colleagues to bring their full selves to work fostering a positive, open-minded, and high performing workplace and culture. More specifically, our self-identification data initiatives are designed to strengthen psychological safety by ensuring that employees who have shared their personal information with highest data protection protocols. This is one of the ways we support a culture where each colleague can show up as their authentic selves. Colleagues have the opportunity to self-identify during the application process, then again upon joining the Bank; in fact, the opportunity to self-identify is open through out the year on our Workday platform. We provide the reasons why self-identification is important for the individual, our workforce and Bank, how that data is used and data privacy. We regularly remind employees of the purpose of self-identification through a campaign where we include personal stories and more context on the benefits for all colleagues. Our approach is count yourself in for yourself, for us as a collective and for everyone.

“ An intentional approach to create a sense of belonging. Our self-identification data initiatives are designed to strengthen psychological safety so all colleagues can be their authentic selves. ”

Vanessa Lewerentz, BMO

Lara: We need to ensure that employees have a high level of awareness on why the data collected through self-identification is important to the enterprise. BMO's ongoing self-identification campaign at the enterprise level is phenomenal. The data is gold for organizations. But it's also important to benchmark. The Prosperity Project Founder Pamela Jeffery introduced me to an amazing entrepreneur in Ireland, Sandra Healy, the Founder of inclusio. The company has developed an engagement app that is a very unique self-identification platform. They have experienced significant and early success with their beta programs. I believe they are now onboarding some very large companies globally, pulling data regularly from their population group to provide benchmarking data.

Christina: At RBC, Diversity & Inclusion is more than a value, it is core to our Purpose and a fundamental strength of our organization. Our D&I vision is to be among the most inclusive workplaces and successful companies, putting diversity into action to help employees, clients and communities thrive. In practice, bringing RBC's D&I vision to life involves setting bold commitments – informed by meaningful consultation, measuring and disclosing our progress, and ensuring we remain accountable to our stakeholders. We also believe it's important to maintain an 'always learning' mindset as we continue to deepen our awareness, lead with empathy and take meaningful actions to speak up for inclusion. We believe in order to speak up for inclusion, we need to speak about inclusion.

Silvia: We are also working with apps that collect employee experience

data that will help us achieve trust and engagement. To your question about retention and how we create those psychologically safe spaces, it comes from the day-to-day conversations that employees have and that they trust their managers or their supervisors or their peers or even executives to understand who they are and what they bring to the table. I agree with Vanessa's point that not everyone self-identifies as BIPOC or as a member of an equity-deserving group. Each of us has intersectionality in so many ways.

“ To your question about retention and how do we create those psychologically safe spaces, it comes from the day-to-day conversations that employees have and that they trust their managers or their supervisors or their peers or even executives to understand who they are and what they bring to the table. ”

Silvia Gonzalez-Zamora, KPMG in Canada

Jos: Self-identification data provided by potential and existing employees can be an invaluable source of insight for employers. On a practical level, such data can be used to design attractive benefits and compensation packages, and to determine internal training and development opportunities. On a more holistic level, self-identification data can be used to ensure a diversity of perspectives across all levels and business lines within the organization, and to promote an equitable and inclusive culture

that stands apart from others in the marketplace. All of these benefits are of utmost importance, particularly in a time when attracting and retaining qualified talent is such a challenge.

What are some examples of challenges you have encountered along the way and how are these being tackled?

Lara: One of the challenges is delivering concrete visible initiatives within the organization that are coming out of the data that has been collected. I think that videos and testimonials are an effective way to connect the self-identification data with specific initiatives that are purpose-driven. I don't think there could be a better way of really communicating the fact that an organization is really serious about taking the data and using it for good than through video.

“ One of the challenges for enterprises that collect self-identification data, is then implementing strategic initiatives that align with the targeted progress the enterprise is driving for. ”

Lara Zink, WCM

Jos: The stark reality, however, is that many organizations are either unaware that self-identification data can be legally collected – albeit voluntarily from employees – or simply have not initiated the collection of such data. It is a huge, missed opportunity. Confidential

surveys or questionnaires are vital tools that employers can use to demonstrate and promote their commitment to full inclusion. Of course, in order for the data to be meaningful, employees must feel safe and comfortable to respond truthfully to any requests for self-identifying information. In other words, if an employee fears adverse treatment of any kind, they won't be forthcoming. So, perhaps, one of the greatest challenges for many organizations is to do the work to gain recognition as a safe space. Simply making claims about equity and inclusion is not sufficient. EDI must be built into the fabric of an organization to help employees feel truly at ease to self-identify. It is a continuous journey, but an incredibly worthwhile one.

“ The stark reality, however, is that many organizations are either unaware that self-identification data can be legally collected – albeit voluntarily from employees – or simply have not initiated the collection of such data. It is a huge, missed opportunity. ”

Jos Schmitt, NEO Exchange

Christina: It's important to partner with data privacy leaders to understand the regulatory landscape, so you can embed self-ID data collection efforts into existing systems and processes and localize the characteristics to regional markets. This ensures that your process is inclusive and enables you to establish clear privacy and consent notices to build and maintain trust with current and prospective employees and provide assurances

for how their information is used.

At RBC, we want to attract, develop and retain the best talent to deliver on our Purpose of helping clients thrive and communities prosper. We believe an intentional and active focus on understanding our employees and the talent landscape more broadly, helps us to ensure equitable opportunities for employment and growth. Self-identification data also helps us assess our progress, challenge biases in the talent journey and ensure we continue to foster inclusive employee experiences that unlock the potential of people and inspire a sense of belonging.

“ Self-identification data also helps us assess our progress, challenge biases in the talent journey and ensure we continue to foster inclusive employee experiences that unlock the potential of people and inspire a sense of belonging. ”

Christina Cleveland, RBC

What type of disclosure is important with self-identification data collection?

Karen: It's important to make clear how we're going to use the information, why we're going to use it and what we're going to do with it. That builds trust, and you have to honour the trust that your colleagues have given you. The first time we asked employees to self-identify, we had a 79% completion rate. We worked hard to build the narrative around it and build confidence that

“ It's important to make clear how we're going to use the information, why we're going to use it, what we're going to do with it. That builds trust, and you have to honour the trust that your colleagues have given you. ”

Karen Sihra, CPP Investments

we were going to do something with the results. This year, we had an 89% completion rate.

Vanessa: As Karen said, clarity on how the information being used is critical to inspiring all to speak-up, self-advocate and share stories. We ensure the access to the data is limited and that those who have access for their job complete annual training is completed to ensure use of data is appropriate. With this clarity we saw a significant increase in employees consenting to share their data for specific purposes. We have seen a deepening of trust in the process and use of diversity data signalling a greater sense of inclusion and building trust that the information being personally shared will be managed with care.

“ Clarity on how the information being used is critical to inspiring all to speak-up, self-advocate and share stories. ”

Vanessa Lewerentz, BMO

The concept of wellness is popular. How do you ask self-identification questions around this topic and what do you do with the data?

Silvia: The dimension of time is important. Self-identification is not a snapshot that is going to stay

the same. As we see organizations move along the journey of self-identification, they ask different questions at different points of time. A good example of this is wellness. Organizations need to gather personal data to understand how people need flexibility. Wellness looks very different for all of us - we all have different needs. Now the wellness and inclusion space is opening up to understand the different communities and to add to the dimension of time.

“ The dimension of time is important. As we see organizations move along the journey of self-identification, they ask different questions at different points of time. ”

Silvia Gonzalez-Zamora, KPMG in Canada

Lara: What is really important to the organization? You make a really good point, Silvia. We are coming out of COVID and we have all of these learnings and now we have a hybrid work model that is emerging with the inherent challenges about how to train and onboard virtually. There are challenges for talent managers who are thinking about promotions and advancement that are different in the hybrid work environment, but that are really important to employees when it comes to well-being and work life balance. It is interesting to think about what kind of questions we can be asking in the self-identification process that collects data on what's important in a post-COVID environment. And I suspect that's not being collected today.

Karen: We definitely take a look at it through our pulse surveys. We also leverage our benefits information in aggregate, just to see, post-COVID,

“ It is interesting to think about what kind of questions we can be asking in those self-identification processes that collect data about what's important in a post-COVID environment. And I suspect that's not being collected today. ”

Lara Zink, WCM

how people were using our benefits and if they are serving them well.

Silvia: Yes. I think it's so important now that we're seeing burnout in many industries, we're seeing quiet quitting in others. And we still have the need to fuel the business transformations to re-ignite the workforce upskilling. We have a dual role to support our teams, to give them time to re-charge. This takes us to how this element of self-identification is used for what the future of work will look like, and it's connected to how we see the roles in the future evolving from our pandemic learnings.

How has the pandemic impacted your return-to-work strategies, and does self-identification data play a role?

Karen: Coming back to the office, we're determining how to refresh some of the programs and ensure time spent in the office contributes to a positive employee experience. The EDI team is really leaning into fairness and equity and mitigating recency and distance biases. We're also trying to energize our engagement activities. We're looking at how to encourage people to return to the office, linking it to our purpose and community. I'm sure other companies are in the same position.

Call To Action

The Prosperity Project Inaugural Roundtable on Women and The Economy

Shaping the narrative on the role of women in Canada's economic growth has never been more important than it is today. According to The Prosperity Project's 5th Canadian Households' Perspective on the New Economy survey released on June 15, 2022, fewer (62% versus 70% before the pandemic) Canadian women are working full-time.

We conceived The Prosperity Project Roundtables as a forum for our Partners and Sponsors to identify workable solutions to particular challenges they face and we face as a society in creating a more prosperous Canada. The inaugural Roundtable was co-hosted in September 2022 by Founding Partners KPMG in Canada and Ontario Power Generation. The theme was The Future of Work. Leaders reflected on the lessons learned over the last two years, the return to work and building an inclusive workplace post-pandemic.

Linda Blair, Chief Experience Officer, Deloitte, **Brent Chamberlain**, Vice-President, Inclusion, People, Culture and Brand, CIBC, **Kathy Cunningham**, CFO, The Globe and Mail, **Janet Ecker**, Founding Visionary, The Prosperity Project, Board Member, Canadian Medical Association, **Arlette Edmonds**, Chief Human Resources Officer, AGF Investments, **Gagandeep Grewal**, Director, People and Culture, KPMG in Canada, **Judy Goldring**, Founding Visionary, The Prosperity Project, President and Head of Global Distribution, AGF Investments, **Sean Humphrey**, Vice President,

Marketing and Sponsorships, The Globe and Mail, **Pamela Jeffery**, Founder and CEO, The Prosperity Project, **Maureen Jensen**, Founding Visionary, The Prosperity Project and Board Member, Franco-Nevada, **Lesli Martin**, Senior Vice President, Pollara Strategic Insights, **Doron Melnick**, National Equity, Inclusion and Diversity Practice Leader and Partner People & Change, Management Consulting, KPMG in Canada, **Kathy Nosich**, Vice-President, Stakeholder Relations, Corporate Affairs, Ontario Power Generation, **Patrice Walch-Watson**, Senior Managing Director, General Counsel & Corporate Secretary, CPP Investments, **Lara Zink**, President & CEO, WCM (Women in Capital Markets) offered insights into the future of work.

Flexibility

The concept of flexibility was one of the most important themes that will impact the return to work. Companies that can embrace flexibility and understand that different employees have different needs will attract more diverse and passionate talent. Allowing employees to choose where they do their best work and enabling them to balance their work and personal demands will be key to a successful return to work.

“ We surveyed our staff. They told us they value flexibility and they would like to choose the best place to do their best work. They want to do their independent work at home and come into the office for team-wide meetings and to build relationships with each other and with clients. People value seeing each other, and they value a hybrid model of work. ”

Doron Melnick, KMPG in Canada

The Value of In-Person

The majority of employees also understand the value of in-person work. It builds culture and a sense of team. Companies are charged with striking the right balance of remote, independent work and in-person, collaborative work.

“ We did adopt the hybrid work-from-home model. When it comes to face time in the office, it started at the top: our board has really taken an interest in people’s careers. The succession plans that we have as a company are mission critical. There’s a real onus on management to make opportunities for face time and give people profile in front of the board and at executive leadership meetings. Our board is now more than half women, including our board chair. And our executive leadership team is now half women. ”

Kathy Nosich, Ontario Power Generation

Demographics Impact Return to Work

Some companies have polled employees to understand their feelings towards return-to-work structures. In general, employees from minority groups, such as people of colour, value the ability to work from home because they are more often living in multi-generational homes, so they may have greater personal responsibilities. Whereas younger employees value more time in the office to build social relationships with colleagues, and they may have fewer obligations outside of work.

“ When we ask women what they are concerned about, it’s about putting their families first. In a hybrid model where an employee comes into an office Tuesdays and Thursdays, what if her daughter wakes up with a fever on Tuesday? She will feel her career will be less impacted if she’s not in the office at all, than if she is there a few days a week and has to say, “I have to go-my child’s school just called.” That’s what they’re really scared of - if flexibility is not an option. ”

Lesli Martin, Pollara

Retention and Promotion Bias

The group addressed the reality of promotion bias of those who have more facetime with senior leaders. Research is beginning to emerge that shows women are more likely to take advantage of hybrid work policies due to their demands at home. So, companies should proactively prevent retention and promotion biases and be clear about performance metrics to avoid creating an inequitable situation for women. Senior leaders and people managers must appreciate the value of flexibility and not allow bias to infiltrate their approach to promotion. As an example, senior leaders should work remotely to demonstrate that it is accepted and encouraged.

“ We need to train people managers on how to think about promotion and advancement given there are often certain times in a woman’s career when she would like to work more in the office or less in the office. We are seeing more women than men embrace hybrid models of work. Organizations need to ensure that biases don’t come into play as a result. ”

Lara Zink, WCM

“ There has to be training of senior leaders on how to work within an environment with different schedules and with team members working in different flexible work arrangements. At AGF, we launched a leadership development program that starts at the supervisor level to try and get that training early on. It is a critical time as people are returning to the office in phases. At AGF, we are feeling that we got ahead of the curve and set the policies in place. Clarity helps a lot for everyone. ”

Judy Goldring, AGF Investments

Debunking Myths

Organizations are beginning to acknowledge that there are myths about women and work that are simply not true. Organizations, like The Prosperity Project, are working to debunk those myths and equal the playing field as we return to work in a post-pandemic environment. One myth about being more productive at work than working remotely has the potential to create unequal situations for men and women. Another is that women are less ambitious than men. Both are categorically untrue, but it will take work to erode this type of thinking. Storytelling can be a powerful tool to break down barriers.

The Prosperity Project's Other Initiatives

The Matching Initiative

The Matching Initiative is grateful to Co-Presenting Partner Accenture and Amplify Partner TELUS for their support.



The Matching Initiative provides free support to registered charities that serve women and girls by matching these organizations with professionals as volunteers. Support from volunteers helps ensure charities can navigate new ways forward and continue to serve the diverse community of women and girls who rely on their services. In each engagement, a specific goal is agreed to in advance which is based on the volunteer's area of expertise and the individual charity's needs. Volunteers are matched with charities in five focus areas: IT and Digital, Human Resources, Finance, Strategy, and Equity, Diversity and Inclusion.

To date, The Matching Initiative has begun and/or completed 400 engagements in the areas of skills development, training, employment pathways, crisis counselling and mental and physical health. This Initiative has delivered support in 11 provinces and territories across Canada, including Québec, New Brunswick, Yukon, Newfoundland and Labrador, and more.

The Modern-Day Rosie the Riveter-Inspired Initiative

The Rosie Initiative is grateful to Co-Presenting Partners Capital Power and Ontario Power Generation and Amplify Partner BGIS for their support.



The Rosie Initiative encourages Canadian women to join, re-join or stay in the workforce and be equal contributors to Canada's economy. It focuses on careers in STEM, skilled trades, and leadership, areas in which they are historically under-represented. The Initiative provides tools and mentoring through a one-stop-shop resource portal and two mentoring programs.

The portal offers a brand new job board and over 1,100 resources to help women overcome barriers they commonly encounter when building and navigating their careers. It celebrates women in STEM, skilled trades, and leadership/management roles; identifies employment pathways, programs, and tools; and, publishes information on the progress women are making. The mentoring programs address women's limited access to role models, mentors and networks. The Rosie 1:1 Mentoring Program is a free six-month program that matches industry professionals with protégées one-on-one to support protégées work towards their personal and professional goals. The Rosie Peer Group Mentoring Program is a free 12-month program that brings women together in a supportive and developmental environment. In facilitated discussions, participants share work/life experiences, enjoy thoughtful discussion and glean insights to help guide their careers.

Canadian Households' Perspective on the New Economy Initiative (CHP)



The CHP Initiative is grateful to Co-Presenting Partners CIBC and Enterprise Canada and Research Partner Pollara Strategic Insights for their support.

Over the last three years, the pandemic exacerbated the barriers that women confront in their daily lives. These barriers, which include a lack of role models and mentors, access to affordable, accessible, quality child care and gender diversity at the leadership level, combine to lower the number of Canadian women working full time.

The CHP Initiative examines women's careers, trajectory into the workforce, household spending, women's economic security, family life, work/life balance and women's responsibilities at home. It tracks and reports on the lived experience of women through national surveys. In gathering this data, CHP increases the awareness and understanding of the barriers, impacts and solutions amongst Canadians, governments, stakeholders and the media.

The first national survey, in August 2020, was the first cross-country research into the lived experience of Canadian women during COVID. It found that one-third of women had considered quitting their jobs to take care of home responsibilities. In the months that followed, we saw an exodus of women from the labour force. The fifth and most recent survey in May 2022 reported that 45% are more likely to quit their jobs (switching employers, moving to part time, exiting the labour force) if working from home at least part of the time is not an option. For half of working women with children under 18 years of age, balancing their career with being a good parent is the major barrier.

Childcare and Early Childhood Education Policy Initiative



Beginning in 2020, The Prosperity Project called for the introduction of affordable national childcare and early childhood education to address the needs of working families. In 2021, we applauded the federal government for laying out a plan to provide Canadian parents with, on average, \$10-a-day regulated childcare spaces for children under six years old within the next five years, including a 50% reduction in average fees by the end of 2022. With all provinces and territories having signed on, The Prosperity Project is continuing to engage with federal and provincial policymakers and stakeholders on implementation based on the key principles of quality, affordability, flexibility and accessibility.

Founding Visionaries & Visionaries

Founding Visionaries

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Founder, CEO, The Verity Group of Companies

Ikram Al Mouaswas
Partner, PwC Middle East

Stacey Allaster
Chief Executive Professional Tennis, United States Tennis Association

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Senior Partner, Business Law Group
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Research Methodology

The Prosperity Project invited the CEOs of Canada's 500 largest (measured by top-line revenue) public companies, private companies, federal and provincial crown corporations, co-operatives, and Canadian subsidiaries of foreign-owned corporations to play a leadership role by agreeing to their organizations' participation in this groundbreaking research. In return, we committed to creating a complimentary customized report, including benchmarking data for each participating organization.

The Prosperity Project issued invitations via Canada Post and via email to the CEOs of invited organizations with a copy to the Board Chair, the Chief Human Resources Officer, and the General Counsel (or the Corporate Secretary in the case of a public company).

All organizations were asked to confirm participation by September 30, 2022 after which they were provided with a link to the primary survey to input their organization's data. We selected three key custodians of the data to protect the raw data. A bilingual secondary survey was offered to organizations to collect the data on women's representation at the four leadership levels to organizations that needed it. We provided complimentary tools on-line and telephone support to help organizations input their data.

98 organizations confirmed their participation while 402 organizations either declined to participate or did not respond to the invitation. Organizations were

classified by sector in accordance with the North American Industrial Classification System (NAICS). This group of participating organizations are across sectors including arts and entertainment, finance and insurance, healthcare, manufacturing, media, mining, quarrying, oil and gas extraction, and services, professional, scientific and technical services, real estate, retail trade, transportation and warehousing, and utilities. If there were fewer than six organizations in a sector, data was combined with data from other sectors to protect anonymity of individual organizations. For this reason, we are unable to present year-over-year results in five sectors: arts, entertainment and recreation; health care and social assistance; real estate and rental and leasing; professional, scientific and technical services; and information and cultural industries.

Survey data was extracted, cleaned, and anonymized by the key custodians and provided to Presenting and Analytics Partner KPMG in Canada for a fact-based analysis. Based on the analysis, KPMG in Canada produced visualizations and commentary for the 2023 Annual Report Card. KPMG in Canada also produced comparative findings for the purposes of providing participating organizations with customized benchmarking reports.

All participating organizations were provided an advance copy of the 2023 Annual Report Card and a customized report prior to the release of the 2023 Annual Report Card.

Thank You

An Advisory Group of volunteers co-chaired by The Prosperity Project Founder and CEO Pamela Jeffery provided oversight and guidance on the methodology.

Thank you to Advisory Group members:

- Silvia Gonzalez-Zamora, National Equity, Inclusion and Diversity Practice Leader and Partner, People & Change, Management Consulting, KPMG in Canada
- Roberta Jamieson, Corporate Director
- Maureen Jensen, Corporate Director
- Vanessa Lewerentz, Chief Inclusion Officer, BMO Financial Group
- Jennifer Maki, Corporate Director
- Ingrid Robinson, Associate Partner, Enterprise Risk, EY Canada
- Lara Zink, President & CEO, WCM (Women in Capital Markets)

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- Spencer Cao – Winter 2023
- Lauren Watson – Winter 2022

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- Ashley Shepherd, Consultant, People and Change
- Christina Hage, Consultant, Technology Strategy and Transformation
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- Maria Duarte, Associate Partner, Certified Translator
- Marilou Nadeau, Certified Translator
- Yavor Petkov, Certified Translator
- Mireille Guitard, Certified Translator
- Marie-Laurence Côté-Poirier, Translator
- Hélène-Andrée Racine, Translator
- Arianne Gratton, Translator
- Emilie Arsenault Boulay, Certified Translator

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- Andrew Reid, Founder & Creative Director

Invitation to Join Us

Invitation to Your Organization to Join Us

Join us as a Partner, Sponsor, or Supporter to amplify your organization's commitment to creating a more inclusive Canada. Together, we can fill an important need to explicitly link women and prosperity to underscore the economic importance of gender equality while applying an intersectional lens. You are invited to contact us at info@canadianprosperityproject.ca to learn more.

Community

Join a community of organizations dedicated to supporting Canadian women, featuring a cross-section of industries, sectors, sizes, and locations.

Invitation for You to Join Us

The Rosie Mentoring Programs

Give back to Canadian women pursuing careers in STEM, skilled trades, and leadership roles who need your guidance and support as they work towards their professional and personal development goals. Join as a facilitator in the Rosie Peer Group Mentoring Program or as a mentor in the Rosie 1:1 Mentoring Program.

The Matching Initiative

Donate your time and expertise to registered charities serving Canadian women and girls by volunteering your skills in one of five areas: IT & Digital; Human Resources; Finance; Strategy; and Equity, Diversity & Inclusion. Help from volunteers ensures charities can navigate new ways forward and continue to serve the diverse community of women & girls who rely on their services.

Recognition

Showcase your commitment to Canadian women to those who matter to your organization through The Prosperity Project's website, videos, publications, and select advertising.

Action

Enable measurable action, including groundbreaking research, providing charities with the resources to keep their doors open, and empowering and supporting women to fill the pipeline to leadership roles in STEM and skilled trades, and more.



Donations

Make a charitable donation to The Prosperity Project to help link women and prosperity to underscore the economic importance of gender equality and create a more prosperous Canada. We believe that when women succeed, we all prosper, and your donation can make a difference. Simply visit our website and click on the donate button at the top of our home page. We will provide you with a tax receipt.

The Survey

Organization Information / Informations sur l'entreprise

Q1 What is the name of your organization?

Quel est le nom de votre entreprise?

Q2 Please confirm your fiscal year end (mm/dd)

Veillez confirmer votre fin d'exercice (mm/jj)

Board Composition / Composition du conseil d'administration

Q3 Please enter the total number of Corporate Directors as at September 30th, 2022:

Veillez indiquer le nombre de membres du conseil d'administration au 30 septembre 2022 :

Q4 Please enter the total number of Corporate Directors who identify as the following as at September 30th, 2022:

Veillez indiquer le nombre de membres au sein du conseil d'administration qui s'identifiaient comme suit au 30 septembre 2022 :

Women / Femme

Men / Homme

Non-binary / gender non-conforming / Non binaire/non conformiste sexuel

Undisclosed / Non divulgué

Q5 Please enter the total number of Corporate Directors who identify as Indigenous (First Nations, Inuit, Métis) and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de membres du conseil d'administration qui s'identifiaient à la fois en tant que personne autochtone (Premières Nations, Inuits, et Métis) et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q6 Please enter the total number of Corporate Directors who identify as Black and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de membres du conseil d'administration qui s'identifiaient à la fois en tant que personne noire et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q7 Please enter the total number of Corporate Directors who identify as People of Colour (not white, Black, or Indigenous) and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de membres du conseil d'administration qui s'identifiaient à la fois en tant que personne racisée (ni blanche, ni noire, ni autochtone) et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q8 Please enter the total number of Corporate Directors who identify as persons with disabilities and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de membres du conseil d'administration qui s'identifiaient à la fois en tant que personne vivant avec un handicap et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q9 Please enter the total number of Corporate Directors who identify as 2SLGBTQIA+ and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de membres du conseil d'administration qui s'identifiaient à la fois en tant que membre de la communauté 2SLGBTQIA+ et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Executive Office Composition / Composition de la haute direction

Clarification: Executive office composition includes the CEO and the CEO's direct reports.

Clarification: Composition de la haute direction inclut le chef de la direction et le personnel relevant directement du chef de la direction.

Q10 Please enter the total number of Executive Officers as at September 30th, 2022:

Veillez indiquer le nombre de cadres dirigeants au 30 septembre 2022 :

Q11 Please enter the total number of Executive Officers who identify as the following as at September 30th, 2022:

Veillez indiquer le nombre de cadres dirigeants qui s'identifiaient comme suit au 30 septembre 2022 :

Women / Femme

Men / Homme

Non-binary / gender non-conforming / Non binaire/non conformiste sexuel

Undisclosed / Non divulgué

Q12 Please enter the total number of Executive Officers who identify as Indigenous (First Nations, Inuit, Métis) and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de cadres dirigeants qui s'identifiaient à la fois en tant qu'Autochtone (membre des Premières Nations, Inuits, Métis) et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q13 Please enter the total number of Executive Officers who identify as Black and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de cadres dirigeants qui s'identifiaient à la fois en tant que personne noire et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q14 Please enter the total number of Executive Officers who identify as People of Colour (not white, Black, or Indigenous) and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de cadres dirigeants qui s'identifiaient à la fois en tant que personne racisée (ni blanche, ni noire, ni autochtone) et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q15 Please enter the total number of Executive Officers who identify as persons with disabilities and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de cadres dirigeants qui s'identifiaient à la fois en tant que personne vivant avec un handicap et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q16 Please enter the total number of Executive Officers who identify as 2SLGBTQIA+ and also identify as

women as at September 30th, 2022:

Veillez indiquer le nombre de cadres dirigeants qui s'identifiaient à la fois en tant que membre de la communauté 2SLGBTQIA+ et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Senior Management Composition / Composition des cadres intermédiaires relevant directement de la haute direction

Clarification: Canadian Executive Officers' direct reports are Canadian direct reports, regardless of where they reside. Please do not include non-Canadian direct reports of non-Canadian "Executive Officers" as the survey's focus is Canadian women.

Précision - Les cadres intermédiaires relevant directement de membres de la haute direction de l'entité canadienne sont des subordonnés immédiats canadiens peu importe leur lieu de résidence. Veuillez ne pas inclure les cadres intermédiaires relevant directement des membres de la haute direction qui ne sont pas rattachés à l'entité canadienne, car le sondage porte essentiellement sur les Canadiennes.

Q17 Please enter the total number of people who are the Executive Officers' direct reports as at September 30th, 2022:

Veillez indiquer le nombre de cadres intermédiaires relevant directement des membres de la haute direction au 30 septembre 2022 :

Q18 Please enter the total number of people who are the Executive Officers' direct reports who identify as the following as at September 30th, 2022:

Veillez indiquer le nombre de cadres intermédiaires relevant directement des membres de la haute direction qui s'identifiaient comme suit au 30 septembre 2022 :

Women / Femme

Men / Homme

Non-binary / gender non-conforming / Non binaire/non conformiste sexuel

Undisclosed / Non divulgué

Q19 Please enter the total number of people who are the Executive Officers' direct reports who identify

as Indigenous (First Nations, Inuit, Métis) and also identify as women as at September 30th, 2022:

indiquer le nombre de cadres intermédiaires relevant directement des membres de la haute direction qui s'identifiaient à la fois en tant qu'Autochtone (membre des Premières Nations, Inuit, Métis) et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q20 Please enter the total number of people who are the Executive Officers' direct reports who identify as Black and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de cadres intermédiaires relevant directement des membres de la haute direction qui s'identifiaient à la fois en tant que personne noire et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q21 Please enter the total number of people who are the Executive Officers' direct reports who identify as People of Colour (not white, Black, or Indigenous) and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de cadres intermédiaires relevant directement des membres de la haute direction qui s'identifiaient à la fois en tant que personne racisée (ni blanche, ni noire, ni autochtone) et en tant que femme au 30 septembre 2022 :

Total

We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q22 Please enter the total number of people who are the Executive Officers' direct reports who identify as persons with disabilities and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de cadres intermédiaires relevant directement des membres de la haute direction qui s'identifiaient à la fois

en tant que personne vivant avec un handicap et en tant que femme au 30 septembre 2022 :

 Total We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q23 Please enter the total number of people who are the Executive Officers' direct reports who identify as 2SLGBTQIA+ and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de cadres intermédiaires relevant directement des membres de la haute direction qui s'identifiaient à la fois en tant que membre de la communauté 2SLGBTQIA+ et en tant que femme au 30 septembre 2022 :

 Total We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Pipeline to Senior Management Composition / Composition du personnel aspirant à un rôle de cadre intermédiaire

Clarification: Canadian Senior Management's direct reports are Canadian direct reports, regardless of where they reside. Please do not include non-Canadian direct reports of non-Canadian "Senior Management" as the survey's focus is Canadian women.

Précision – Les membres du personnel relevant directement de cadres intermédiaires de l'entité canadienne sont des subordonnés immédiats canadiens peu importe leur lieu de résidence. Veuillez ne pas inclure les membres du personnel relevant directement de cadres qui ne sont pas rattachés à l'entité canadienne, car le sondage porte essentiellement sur les Canadiennes.

Q24 Please enter the total number of Senior Management's direct reports as at September 30th, 2022:

Veillez indiquer le nombre de personnes relevant directement de cadres intermédiaires au 30 septembre 2022 :

Q25 Please enter the total number of Senior Management's direct reports who identify as the following as at September 30th, 2022:

Veillez indiquer le nombre de personnes relevant directement de cadres intermédiaires qui s'identifiaient comme suit au 30 septembre 2022 :

 Women / Femme Men / Homme Non-binary / gender non-conforming / Non binaire/non conformiste sexuel Undisclosed / Non divulgué

Q26 Please enter the total number of Senior Management's direct reports who identify as Indigenous (First Nations, Inuit, Métis) and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de personnes relevant directement de cadres intermédiaires qui s'identifiaient à la fois en tant qu'Autochtone (membre des Premières Nations, Inuit, Métis) et en tant que femme au 30 septembre 2022 :

 Total We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q27 Please enter the total number of Senior Management's direct reports who identify as Black and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de personnes relevant directement de cadres intermédiaires qui s'identifiaient à la fois en tant que personne noire et en tant que femme au 30 septembre 2022 :

 Total We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q28 Please enter the total number of Senior Management's direct reports who identify as People of Colour (not white, Black, or Indigenous) and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de personnes relevant directement de cadres intermédiaires qui s'identifiaient à la fois en tant que personne racisée (ni blanche, ni noire, ni autochtone) et en tant que femme au 30 septembre 2022 :

 Total We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q29 Please enter the total number of Senior Management's direct reports who identify as persons with disabilities and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de personnes relevant directement de cadres intermédiaires qui s'identifiaient à la fois en tant que personne vivant avec un handicap et en tant que femme au 30 septembre 2022 :

 Total We do not collect / cannot disclose this data / Données non recueillies / non divulguées

Q30 Please enter the total number of Senior Management's direct reports who identify as 2SLGBTQIA+ and also identify as women as at September 30th, 2022:

Veillez indiquer le nombre de personnes relevant directement de cadres intermédiaires qui s'identifiaient à la fois en tant que membre de la communauté 2SLGBTQIA+ et en tant que femme au 30 septembre 2022 :

 Total We do not collect / cannot disclose this data / Données non recueillies / non divulguées