

Environmental Scan: Gender Equity and Diversity

1.1. The Gender Equity and Diversity Imperative

As outlined by The World Bank, there is a wealth of research that demonstrates how equity increases overall efficiency, wellbeing and the quality of decision-making. Equity, which leads to the outcome of equality, benefits everyone. Below is a brief summary of relevant research.

- **Economic Growth and Resiliency**

In Canada, women in the workforce have been one of the most powerful sources of economic growth in recent decades. Increasing rates of women's participation in the workforce over the past 40 years, for instance, have accounted for approximately a third of Canada's real GDP per capita growth.¹ Looking forward, it is estimated that \$21.3 billion could be added to Alberta's GDP by 2026, if greater efforts were made to harness the power of women in the economy.²

The link between greater equity and resilience is also being increasingly recognized, including by municipalities like the City of Boston, which has developed a Resilience Strategy premised on racial equity.³ In Calgary, our own Preliminary Resilience Assessment highlights the important role more inclusive leadership and decision-making plays in building a resilient city. Based on extensive research in countries across the globe, the World Bank argues that, "as societies become more equal and every individual's productive capacity is valued and engaged, economies become more resilient."⁴

- **Organizational Performance and Quality Decision-Making**

As demonstrated by a growing body of research, equity and diversity in the workplace drives results at all levels of an organization. Amongst thousands of surveyed companies, for instance, those in the top quartile for gender, ethnic and racial diversity in management were more likely to have financial returns above their industry mean.⁵ Other studies have found that firms with more gender or racial diversity had more sales revenue, more customers and greater profits.⁶ Companies with greater diversity on boards have also been found to consistently outperform organizations with limited diversity on their boards across performance metrics, including higher net income growth.⁷

¹ The Government of Canada. Budget 2018.

² Devillard, S. *et al.* (2017). *The Power of Parity: Advancing Women's Equality in Canada*. McKinsey Global Institute.

³ *Resilient Boston: An Equitable and Connected City*

⁴ The World Bank (2016). *Women, Business and the Law*.

⁵ Hunt, V. *et al.* (2018). *Delivering Through Diversity*. McKinsey & Company.

⁶ For example, a 2016 analysis by the Peterson Institute for International Economics of more than 20,000 firms in 91 countries found that companies with more female executives were more profitable.

⁷ Credit Suisse (2012). *Gender Diversity and Corporate Performance*.

Research has also demonstrated that workplace diversity (in terms of gender, culture, racial and other diversity) has positive impacts on team performance. As noted in the *Harvard Business Review*, “nonhomogeneous teams are simply smarter”. Various studies on the impacts of diversity on teams have found that diverse teams tend to push members to challenge assumptions while being associated with better decision-making and more innovative outcomes.⁸

In addition, research demonstrates that diverse and inclusive workplaces are more attractive to potential talent and better at keeping current employees committed. Metrics like employee engagement are often stronger on gender-balanced teams compared to unbalanced teams, for instance, and LGBT-inclusive workplaces elicit higher levels of employee commitment compared to workplaces that have a negative attitude toward LGBT employees.⁹

- **Efficient and Effective Services**

By understanding and reflecting the diversity of the communities it serves, The City of Calgary is better positioned to make impactful policy decisions that benefit all Calgarians. As noted in the research, the public service must understand and represent the people it is there to serve, to deliver credible, high-quality public services.¹⁰

As noted by the Government of Canada, a conscious effort to understand how decisions affect different people differently enables the more equitable and efficient allocation of government resources.¹¹ Understanding and responding to diverse needs from the outset positions organizations like The City to avoid the additional resources and time required to reduce or remove barriers at a later point, while ensuring responsive services that meet the needs of Calgarians. As decisions within government are made with a more fulsome understanding of and responsiveness to differential needs and impacts, services also increase in effectiveness – that is, they are more responsive to citizen needs and expectations while having a greater impact on quality of life.

⁸ Rock, G. *et al.* (2016). Diverse Teams Feel Less Comfortable - and That's Why They Perform Better. *Harvard Business Review*.

⁹ Anand, R. (2017). Gender-Balanced Teams linked to Better Business Performance: A Sodexo Study. Sodexo. Hewlett, S.A. and K. Yoshino (2016). LGBT-Inclusive Companies Are Better at 3 Big Things. *Harvard Business Review*.

¹⁰ Global Government Forum (2017). The Women Leaders Index 2016-17.

¹¹ The Government of Canada. Budget 2018.

1.2. Examples of Government-Led Gender Equity and Diversity-Related Initiatives

	Vancouver	Edmonton	Ottawa	Toronto
Key Initiative or Focus Area	Women's Equity Strategy 2018-2028	Women's Initiative Edmonton	Equity & Inclusion	Equity, Diversity & Inclusion
Examples of current or proposed activities related to gender equity and diversity	<p>GBA+</p> <p>Women's safety - including public awareness campaign and membership in the 'UN Safe Cities' initiative</p> <p>Childcare - including support for new childcare spaces and child-friendly provisions at Council and Public Hearings</p> <p>Workforce – including measurement of workforce composition, commitment for 50% of new hires for senior management roles to be women, de-biasing recruitment processes etc.</p> <p>Revisions to Civic Assets Naming Guidelines</p>	<p>GBA+</p> <p>Development of gender equity scorecards for community and workforce</p> <p>Workforce - Women@TheCity initiative includes research, networking and mentoring programs etc.</p> <p>Outreach & engagement on women's issues in Edmonton</p> <p>Supporting women's participation and visibility in the municipal election</p> <p>Parental leave for councillors, creating more family friendly hours for Council</p>	<p>Establishment of a special liaison for women's issues and a Women's Bureau (<i>under development</i>)</p> <p>Application of 'Equity and Inclusion Lens' to program planning, service delivery and City budget consultation process</p> <p>Development of a self-identification survey for employees</p> <p>Diversity and inclusion considerations integrated into departmental strategic/workforce plans</p>	<p>GBA+ (<i>under consideration</i>)</p> <p>Application of 'Equity Lens' to planning, budgeting, implementation and evaluation of programs and services</p> <p>Workforce Policies - including Accommodation Guidelines for Gender Identity & Gender Expression, Pregnancy & Breastfeeding, Family Status</p> <p>Social Procurement Policy – including support for gender parity on corporate boards and requirement that procurement sources provide information on the gender diversity of their boards</p>
Intersectional lens	Yes	Yes	Yes	Yes
Gender-responsive budgeting	<i>Under development</i>	<i>Under consideration</i>	-	<i>Under consideration</i>

Committees of Council	Women's Committee <hr/> LGBTQ2+ Advisory Committee <hr/> Trans, Gender Diverse and Two-Spirit Inclusion Advisory Committee	Women's Advocacy Voice Edmonton <hr/> LGBTQ2 Advisory Committee – <i>under development</i>	-	-
City Board Policies and Goals	Review of appointment policy Goal of gender parity in appointments to advisory committees	-	Review of recruitment and appointment practices (<i>under development</i>) Goal of gender parity by next term.	Annual reporting on gender composition of board appointments Goal of gender parity in appointments by 2020
Examples of Provincial and Federal Initiatives				
The Government of Canada & The Government of Alberta	<ul style="list-style-type: none"> • Status of Women Ministries' focus areas include ending violence against women, promoting women in leadership, advancing women's economic security/addressing gender wage gap, amongst others. • Adoption of GBA+ analytical tool across the organization, including through reporting processes, and use of gender-based budgeting. • Gender parity in Cabinet appointments. • Workforce initiatives include efforts to increase representation of women and diverse groups in senior/executive roles, family friendly workplace policies and collection of demographic data for employees. • Commitment to increasing gender equity and diverse representation on public and corporate boards, including through proposed legislation (federal), taking into account gender balance as part of decision-making in board appointments, active recruitment of qualified women and collection of demographic data of applicants and appointees. 			