

Template for the IAP 2020

Economy: **Canada**

Ratio of women's representation in leadership* in both the public and private sectors (* based on each economy's indicators and definitions, or equivalent to P-5 and above of the UN; see <https://careers.un.org/lbw/home.aspx?viewtype=SC>)

Gender equality and diversity in leadership and at all levels of decision-making are essential to a fair and democratic society. The Government of Canada has taken steps to encourage diversity in economic, political and judicial spheres:

- Since late 2015, the representation of women serving as Governor in Council (GiC) appointees has increased from 34 per cent to 53 per cent (2019).
- Women account for 29 per cent of federal Members of Parliament; 49 per cent of federal Cabinet Ministers; and 49 per cent of federal Senators (2020).
- Women occupy 18 per cent of mayors' positions and 28 per cent of councilors' seats. In addition, 21 per cent of Chiefs of First Nations Band Councils are women.
- In the federal government 47 per cent of executives are women (up from 28 per cent in 2000).

Women Representation on Corporate Boards:

In May 2019, Statistics Canada released new data on the gender composition of corporate boards, providing the first comprehensive estimates across all types of corporations. Although the share of women on corporate boards in publicly traded corporations (public corporations) has been well documented, this release fills an important data gap, by providing the first estimates for private corporations, government business enterprises and public corporations. Based on 2016 data collected through the Corporations

Returns Act, the information highlights women in leadership and strategic decision-making roles in corporations conducting business in Canada.

- In 2016, women accounted for 19.4 per cent of directors. Overall, the results of this analysis demonstrate that 28 per cent of corporations had one woman on their board of directors, 15.2 per cent had more than one woman, while 56.8 per cent of corporate boards of directors were composed entirely of men.
- Government business enterprises had the highest share (28.8 per cent) of women on corporate boards followed by public corporations (20.5 per cent).
- Previous work has shown that the representation of women on corporate boards for public corporations rose from 2015 to 2017 following the introduction of new regulations that required publicly traded corporations to disclose information on representation of women on boards. Private corporations had the lowest representation of women on boards of directors at 17.4 per cent.
- Women were more likely to be represented on corporate boards in service industries such as finance, management of companies and enterprises, etc. For example, women were most prevalent on corporate boards in the finance sector (22.5 per cent), followed by utilities (21.4 per cent) and management of companies and enterprises (20.1 per cent). Conversely, the lowest shares were in the construction sector (12.8 per cent) and manufacturing (14.4 per cent).

- According to the 2018 Financial Post 500 (FP500) ranking, which includes public firms, private companies, subsidiaries and Crown corporations, women accounted for 24.5 per cent of board seat, up from 10.5 per cent in 2001.
- 43.2 per cent of FP500 have reached their "Critical Mass"; while 41.9 per cent FP500 boards have one or two female directors, and are just below the "Critical Mass" threshold, and 15 per cent of FP boards have no female representation.
- The 2018 FP500 Annual Report Card indicates that there are 40 per cent of women in senior leadership roles and over a third of independent Board of Directors is female.
- Women hold 16.4 per cent of all board seats among all companies disclosing the number of women directors on their boards, while for S&P/TSX 60 index companies, this percentage increases to 28.4 per cent of board seats being held by women.
- 53.6 per cent of companies disclosed that they have a written board diversity policy, an increase from 2017, and a significant shift from 2016 when only 34 per cent did.
- The percentage of companies without any women on the board declined to 31.3 per cent in 2018 from 37.3 per cent in 2017 and 46.3 per cent in 2016.
- At 3.5 per cent of companies, a woman serves as board chair; and 3.3 per cent of companies have a female CEO.
- In 2018, women represented 33 per cent of senior managers.

- Of the 79 appointments to the federal judicial system, 46 were women accounting for 58 per cent of new appointments and elevations (2017-18).
- 44 per cent of Supreme Court of Canada judges are female (2019).

Women in Business and Trade:

- 15.8 per cent of SMEs are female owned (2017).
- 14.8 per cent of exporting SMEs are women-owned (2017).
- 18.9 per cent of exporting SMEs are equally male and women-owned (2017).

Women Underrepresented in High-income Groups and Senior Leadership:

- Women represented one in five workers in the top 1 per cent of the income distribution, and less than one in four in the top 5 per cent, relative to almost one in two in the working population.
- In total, about 35,000 women and 137,000 men were included in the top 1 per cent.
- Visible minorities and Indigenous people were substantially underrepresented in top income groups, relative to their representation in the working population.
- Major occupational gender gaps were observed among high-income groups, as women were more likely than their male counterparts to work in health, while less likely to work in management.
- Women accounted for one in four senior

	<p>managers, as 160,700 men worked as senior managers, compared with 60,700 women.</p> <ul style="list-style-type: none"> • Representation in senior management declined alongside income levels, as women accounted for about one in seven senior managers in the top 1 per cent. • Gender gaps in median and average incomes were wider for workers in the top 1 per cent employed in management compared to other major occupational groups. • Working women in the top 1 per cent were less likely than their male counterparts to have children and when they did, they had fewer children.
<p>Voluntary goals of women’s representation in leadership in public and private sectors toward by the end of 2020</p> <p>(%; total target of increasing the share of women in leadership positions which are based on each economy’s indicators and definitions, or equivalent to P-5 and above of the UN)</p>	<p>The Gender Results Framework (GRF) represents the Government of Canada’s vision for gender equality, highlighting the key issues that matter most. Introduced in 2018, this whole-of government tool is designed to:</p> <ul style="list-style-type: none"> • Track how Canada is currently performing • Define what is needed to achieve greater equality; and • Determine how progress will be measured going forward. <p>The GRF focuses on six gender equality goals, including leadership and democratic participation. Through the GRF, Canada is committed to increasing the representation of women in positions of leadership in both the public and private sector:</p> <ul style="list-style-type: none"> • More women in senior management positions, and more diversity in senior leadership positions; • Increased opportunities for women to start and

grow their business, and succeed on a global scale;

- More company board seats held by women, and more diversity on company boards;
- Greater representation of women and underrepresented groups in elected office and ministerial positions in **all orders of government**; and
- Increased representation of women and underrepresented groups in the judicial system.

Women’s Representation on Boards of Directors:

In the inaugural Annual Report Card released in 2010, the Canadian Board Diversity Council set an aspirational target to reach 30 per cent women representation on FP500 boards by 2018. As of 2019, that target has not been realized. Overall, women hold nearly one-quarter of all seats on FP500 boards.

Despite the fact that this goal has not been reached, there have been many positive developments:

- 53.6 per cent of S&P/TSX 60 companies have adopted a target for the level of women representation on the board. Among all disclosing companies, only 17.2 per cent have a target, though that represents an increase from 12.4 per cent in 2017.
- The proportion of companies with targets for the number of women executive officers remains low at 5.9 per cent; once again, the S&P/TSX 60 index companies report stronger results with 21.8 per cent having such a target.
- The boards of TSX60 companies have 708 seats on them, 27.8 per cent of all board seats

are held by women (197). This ratio is higher than the 24.5 per cent of directors who are women from the FP500.

Women Entrepreneurship Strategy (WES):

- The Government of Canada is advancing women's economic empowerment with the first ever Women Entrepreneurship Strategy (WES), which aims to increase women-owned businesses' access to the financing, talent, networks and expertise they need to start up, scale up and access new markets.
- WES is a whole-of-government approach to helping women grow their businesses. Only 16 per cent of Canadian businesses are owned or led by women and yet a 2017 report by the McKinsey Global Institute estimated that by advancing women's economic participation in the economy Canada could add up to \$150 billion in GDPⁱ.
- The Business Women in International Trade (BWIT) initiative, in existence since 1997, expanded under the WES. It advocates and supports women entrepreneurs to take advantage of international trade opportunities. Historically assisting businesses that are 51 per cent+ owned, managed and/or controlled by one or more women, the initiative has broadened the scope of targeted companies to include women-led businesses. The Trade Commissioner Service (TCS) support for women entrepreneurs includes the regular organization of women-focused business delegations and missions.
- In 2018, the Federal Budget assigned an

	<p>additional \$10 million over 5 years to the BWIT initiative to support women entrepreneurs in accessing, competing and succeeding internationally.</p> <ul style="list-style-type: none"> • This new allocation has allowed the TCS to create a network of Champions in its Regional Offices across Canada, to provide support women-owned and women-led businesses in exporting. These Champions act as the main point of contact for women entrepreneurs in the TCS, and ensure continued collaboration is pursued on TCS events such as business delegations and missions and TCS partners' regional events. The Champions foster relationships with stakeholders such as business women's associations, Chambers of Commerce, etc. The entire TCS network of Trade Commissioners located in over 160 cities around the world and in Canada is mobilized to support women entrepreneurs.
<p>Include a brief plan of action of how your economy plans to achieve your voluntary goals.</p>	<p>In Budgets 2018 and 2019, the Government of Canada is investing to advance gender equality and introducing a number of initiatives to advance gender equality and inclusion. In December 2019, the Mandate Letter for the Minister for Women and Gender Equality (WAGE) reiterated the Government's commitments.</p> <p>A) Gender Results Framework (GRF)</p> <p>The GRF was introduced in Budget 2018. Budget 2019 supports the GRF to help guide the development and implementation of initiatives across the Government of Canada to advance gender equality. The GRF is now accessible to all Canadians through two portals to learn about Canada's progress over time:</p>

- In March 2019, Women and Gender Equality Canada launched the Gender Results Framework Portal, an up-to-date source of data and research relevant to the indicators included in the Framework.
- In September 2018, Statistics Canada launched the Centre for Gender, Diversity and Inclusion Statistics. The Centre aims to address important gaps in the availability of data and analysis related to gender, ages, sexuality, disability, ethno-cultural factors and other intersecting identities. It houses quick facts, statistics and recent analysis related to gender equality and diversity, as well as detailed data tables related to the Gender Results Framework indicators.

In the WAGE Minister's mandate letter, the Government renewed its commitment to a Federal Plan for Gender Equality, a strategy built on the Gender Results Framework and other international agreements.

B) Gender Based Analysis (GBA+)

Building on Budget 2018, Budget 2019 strengthened the Government of Canada's commitment to GBA+, which is working to incorporate a GBA+ lens into the policy development process and to make the Government's analysis available to Canadians. In the WAGE Minister's mandate letter, the Government committed to ensure that rigorous GBA+ is performed on all Cabinet proposals from every department.

C) Gender Budgeting

In December 2018, Parliament passed the *Canadian Gender Budgeting Act* enshrining the Government's commitment to decision-making that takes into consideration the impacts of policies on all Canadians in a budgetary context. Budget 2019 supported Gender Budgeting as a foundational element of the Government's strategy to improve equality in Canada. In the WAGE Minister's mandate letter, the Government committed to improve the quality and scope of GBA+ in future budgets.

In this context, the Government of Canada will continue to use a number of measures to advance women as leaders, including:

1. Women in Leadership and Democratic Participation

- Budget 2019 committed an historic investment of \$160 million over 5 years, starting 2019-2020, for Women and Gender Equality Canada; Women's Program, enabling it to support community action that tackles systemic barriers impeding women's progress, while recognizing and addressing the diverse experience of gender and inequality across Canada. This funding will allow the Women's Program to support projects that encourage women and girls in leadership and decision-making roles.
- Additionally, Women and Gender Equality Canada, through its Women's Program, supports several projects that strengthen the participation of women in politics, including but not limited to:

- Support for Women's Empowerment: Over \$13.9M in funding for 30 projects to promote and enhance women's participation in civic and political life by addressing barriers, as well as to strengthen the voices of Indigenous women in their communities.
- Funding to Advance Gender Equality: Over \$18M in funding for 50 projects that engage some 150 women in leadership positions from across **Canada** to advance gender equality locally and as part of a pan-Canadian network.
- Equal Voice: \$3.8M in funding was announced in October 2018 for a project to empower the next generation of women leaders, and increase women's participation in politics with a view to creating more gender-balanced governments.

2. Women in Governor in Council Appointments

The Government of Canada will continue to select candidates for GiC positions based on an open, transparent and merit-based approach. Since its implementation in late 2015, the representation of women serving as GiC appointees has increased from 34 per cent to 53 per cent as of July 2019.

In addition, the WAGE Minister's mandate letter states that the Government of Canada is committed to increase the number of women in senior decision-making positions across government, particularly in central agencies and in security services.

3. Women in Politics

The Government of Canada has a gender-balanced cabinet, and will continue to work with Parliamentarians to support and promote more women leaders as Members of Parliament, including:

- Ensuring that the House of Commons is flexible, compassionate and reasonable in making accommodations for Members with needs that are related to their parliamentary functions;
 - Improving work-life balance;
 - Providing access to child care and;
 - Designated spaces for the use of Members with infants and children.
- In 2018, the Government amended the *Canada Labour Code* through Bill C-65 to help ensure that Federal workplaces, including Parliament, are free from harassment and violence.
- To reduce barriers to participation in the electoral process, Bill C-76 amended the *Canada Elections Act*, including amending rules on candidates' expenses related to childcare and to the care of a person with a disability.
- The Standing Committee on the Status of Women (FEWO) published a report in spring 2019 entitled, *Elect Her: A roadmap for improving the representation of women in Canadian politics*. This report offered 13 recommendations to provide possible solutions to the barriers women face in electoral politics.
- Women and Gender Equality Canada has also created the Indigenous Women's Circle, which brings together Indigenous women to offer their

guidance and expertise in order to address the systemic inequalities experienced by Indigenous women, including their experiences in relation to leadership roles.

4. Women on Boards

Adopted in 2018, the *Act to amend the Canada Business Corporations Act, the Canada Cooperatives Act, the Canada Not-for-profit Corporations Act and the Competition Act* (Bill C-25) requires publicly traded corporations, including financial institutions, regulated by the *Canada Business Corporations Act* to provide shareholders with information on their policies related to diversity (beyond gender) on the board of directors and within senior management. For example, companies on the Toronto Stock Exchange (TSX).

Budget 2019 announced amendments to the Federal Financial Institutions Statutes, which will introduce new requirements for federally regulated financial institutions to disclose policies aimed at promoting gender diversity on boards and in senior management.

The WAGE Minister's Mandate Letter states that the Government is committed to support continued gender equality and diversity in Canadian companies.

5. Women in Academia

Announced in Budget 2018, the Social Science and Humanities Research Council, the Natural Sciences and Engineering Research Council and Canadian Institutes of Health Research are tasked with developing new plans to achieve greater diversity among research funding recipients. To support these goals, the Government is investing:

- \$210 million over five years (\$50 million ongoing) for the Canada Research Chairs Program to better support early-career researchers, while increasing diversity among nominated researchers, including the number of women nominated;
- \$6 million over five years (\$0.5 million ongoing) for surveys to collect improved data on underrepresented researchers; and \$15 million over five years to implement programs (like Dimensions, a made-in-Canada 199283
- These commitments build on 2017 actions to require universities to develop their own equity, diversity and inclusion action plans to address the underrepresentation of employment equity groups among their research chairs, including in STEM.

In Budget 2019, the Government:

- Provided \$37.4 million over five years, \$8.6 million ongoing to provide Paid Parental Leave for Student Researchers, helping young researchers, especially women, balance their careers with family life;
- Provided \$10 million over two years to Let's Talk Science for their work engaging youth in hands-on STEM learning, including promoting STEM to girls and other under-represented groups; and
- Proposed to increase funding to Employment and Social Development Canada for the collection and development of better gender and diversity data with an aim to improve the capacity to better measure, monitor and address gender disparity and promote access

of under-represented groups across the Government's skills programming.

6. Women Entrepreneurs

The Women Entrepreneurship Strategy (WES) provides nearly \$2 billion in investments across government to help reach the goal of doubling the number of women-owned businesses by 2025. This includes:

- \$115 million investment in women-owned businesses and the organizations that support them: a five-year investment of \$85 million under the WES Ecosystem Fund and \$30 million investment over two years to support women entrepreneurs under the Women Entrepreneurship Fund.
- Boot Camps for women entrepreneurs delivered by the Business Development Bank of Canada.
- Providing an additional \$10 million over five years to connect women with expanded export services and opportunities through the Business Women in International Trade (BWIT), a key Trade Commissioner Service initiative, which advocates and supports entrepreneurs to take advantage of international trade opportunities.
- Providing \$1.4 billion in financing to women-owned businesses through the Business Development Bank of Canada; and
- Increasing the BDC Women in Technology Venture Fund to \$200 million.
- Making available \$250 million over three years, through Export Development Canada (EDC), to provide financing and insurance solutions, on

	<p>commercial terms, for women-owned businesses that are exporting or looking to begin exporting.</p> <ul style="list-style-type: none">• As part of the WES, the Government awarded Ryerson University close to \$9 million over three years to establish the Women Entrepreneurship Knowledge Hub. This Hub helps to benchmark and track the status of women's entrepreneurship in Canada, and strengthen collaboration and sharing of best practices.• To complement the WES, EDC announced a \$50 million Women in Trade Investments Program to offer equity capital specifically designed to help Canadian women entrepreneurs.• To support women entrepreneurs in agriculture, Farm Credit Canada announced in March 2019 that it would dedicate \$500 million in lending, enhancing events and creating resources.• Budget 2019 also proposed \$38 million over 5 years to help Futurpreneur Canada in its efforts to support the next generation of youth entrepreneurs (18-39 years of age), including women and girl entrepreneurs.• CanExport SMEs, a program of the Trade Commissioner Service offering financial support to Canadian small and medium enterprises (SMEs) to diversify their markets, has lowered the threshold for funding allocation, which allows for women entrepreneurs to better access the program. The program also includes special provisions to provide financial assistance to women-
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owned SMEs participating in Global Affairs Canada-led business delegations.

- Other Budget 2019 commitments in this area: the Government of Canada is fostering the participation of bidders in federal contracts, in particular businesses owned or led by Canadians from under-represented groups, such as women, persons with disabilities and persons from visible minorities.

7. Women in the Workforce

- In 2018, the Government of Canada amended the *Canada Labour Code* through Bill C-65 to introduce flexible work arrangement in Federal workplaces.
- Budget 2019 commits to supporting the new Proactive Pay Equity Regime through the *Pay Equity Act*, which received Royal Assent in December 2018. The Proactive Pay Equity Regime will contribute to enhancing fairness in the workplace by ensuring men and women in federally regulated sectors receive the same pay for work of equal value. Implementation is underway, with a view for the *Act* to come into force in early 2021, once the necessary regulations are in place.
- Budget 2019 announced amendments to the *Employment Equity Act* to introduce pay transparency measures for federally regulated employees.
- Starting in March 2019, the Employment Insurance (EI) Parental Sharing Benefit provides additional weeks of EI parental benefits when both parents agree to share parental leave, thereby encouraging greater

equality in the distribution of family, child care and home responsibilities. A more equitable parental leave will also help lead to more equitable hiring practices, reducing conscious and unconscious bias by employers. Canada is also working on introducing a 15-week leave for adoptive parents, including LGBTQ2 families, through the EI program.

- To increase the labour force participation of women and underrepresented groups, the Government of Canada has introduced several initiatives to help Canadians with the challenges they face when making decisions about pursuing work or going back to school. An additional 40,000 high-quality and affordable childcare spaces have already been created and more work is ongoing, including introducing flexible work arrangements, making parental leave more flexible, and expanding opportunities for lifelong learning.
- In the WAGE Minister's mandate letter, the Government of Canada is committed to providing more accessible and affordable childcare including the creation of a secretariat that will lay the groundwork for a pan-Canadian childcare system and to develop a Guaranteed Paid Family Leave program.

8. Skilled Trades

In particular, the Government of Canada provides financial supports to apprentices to help them enter, progress in, and complete an apprenticeship in a Red Seal trade. Federal supports for individual Red Seal apprentices include the Canada Apprenticeship Loans and the Apprenticeship Grants (Apprenticeship

Incentive Grant, Apprenticeship Completion Grant and Apprenticeship Incentive Grant for Women). In 2019-2020, 65,300 grants were issued to Red Seal apprentices.

The skilled trades offer women opportunities to get well paying, rewarding jobs in sectors across the economy. Currently, women account for 9 percent of Red Seal apprentices, with about half in the low-paid Hairstylist, Cook and Baker trades. Over the last few years, the Government of Canada has launched four new programs, which aim to support women and other groups in apprenticeship. These programs, namely the Apprenticeship Incentive Grant for Women, the Skilled Trades Awareness and Readiness Program, the Women in Construction Fund, and the Union Training and Innovation Program aim to increase the participation and success of women and under-represented groups that face barriers in the skilled trades.

- The Apprenticeship Incentive Grant for Women provides \$20 million over five years, starting in 2018-19, to pilot and further support women in entering, progressing, and completing their training in Red Seal trades where women are underrepresented. Under the grant, women can receive \$3,000 for each of their first two years of training up to \$6,000. Women have been recipients of almost 4,500 of these grants since its inception.
- The Skilled Trades and Awareness and Readiness Program provides \$10 million annually to encourage Canadians, particularly those facing barriers, such as women, Indigenous people, newcomers, persons with

disabilities and youth – to explore and prepare for careers in the skilled trades. To date, the Government of Canada has approved 12 projects for a total investment of approximately \$29 million.

- The Women in Construction Fund was launched in 2018-2019, with an investment of \$10 million over three years, to increase the participation of women in construction trades. This initiative supports projects building on existing models that have proven to be effective in attracting women to the trades. These models provide supports such as mentoring, coaching and tailored supports that help women to progress through their training, and find and retain jobs in the trades. This investment is expected to benefit approximately 2,800 women.
- The Union Training and Innovation Program, supports union-based apprenticeship training, innovation and enhanced partnerships in the Red Seal trades. The Program provides \$25 million annually to support unions by sharing the cost of training equipment. It also supports innovative approaches to improve apprenticeship outcomes. A key component of this Program is to support women, Indigenous peoples, newcomers, persons with disabilities and racialized persons to enter and succeed in the trades. To date, the Government of Canada has approved 147 projects in for a total investment of approximately \$74 million.
- Additionally, Budget 2019 proposed to create a **Pan-Canadian** campaign to promote the skilled trades as a first-choice career for youth,

	<p>including young women. It also supported the development of a new Apprenticeship Strategy that will help ensure that existing federal apprenticeship supports and programs address barriers for those who want to work in the trades, including women apprentices, and support employers who face challenges in hiring and retaining apprentices.</p> <ul style="list-style-type: none"> • Since November 2015, Women and Gender Equality Canada, through its Women's Program, has approved \$11.3M to support projects to advance women's participation in non-traditional fields where they are underrepresented. For example, funding was provided to a project by Alberta-based Women Building Futures to improve the economic prosperity of Indigenous women by supporting their hiring and retention in non-traditional occupations in the construction, maintenance, and oil and gas sectors.

✓ *The voluntary goals will be reviewed by each economy in the process of developing Interim report.*

ⁱ <https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Women%20matter/The%20power%20of%20parity%20Advancing%20womens%20equality%20in%20Canada/MGI-The-power-of-parity->