

GENDER EQUALITY, DIVERSITY AND INCLUSION IN INNOVATION

Roundtable Summary Report



The Institute for Competitiveness & Prosperity is an independent not-for-profit organization that deepens public understanding of macro and microeconomic factors behind Ontario's economic progress. Research by the Institute is intended to raise public awareness and stimulate debate on a range of issues related to competitiveness and prosperity. It is the aspiration of the Institute to have a significant influence in increasing Ontario and Canada's competitiveness, productivity, and capacity for innovation. We believe this will help ensure continued success in creating good jobs, increasing prosperity, and building a higher quality of life. We seek breakthrough findings from our research and propose significant innovations in public policy to stimulate businesses, governments, and educational institutions to take action.

The Institute is advised by Ontario's Panel for Economic Growth & Prosperity, led by Tiff Macklem.

Comments on this report are welcome and should be directed to the Institute for Competitiveness & Prosperity. The Institute is funded by the Government of Ontario through the Ministry of Economic Development, Job Creation and Trade. The views expressed in this report are the views of the Institute and do not necessarily represent those of the Government of Ontario.



The "Promoting Economic Empowerment of Women at Work through Responsible Business Conduct in G7 Countries" (WE EMPOWER) Programme is funded by the European Union (EU) and implemented by UN Women and the International Labour Organization (ILO). Over the next two years WE EMPOWER will convene stakeholder dialogues on gender equality in the changing world of work in Canada, Japan, the United States and the European Union to exchange knowledge, experiences, good practices and lessons learned.

WE EMPOWER encourages firms of all sizes, in all countries, industries and sectors to take decisive action towards gender equality by signing the Women's Empowerment Principles and to galvanize their shareholders and stakeholders to drive change for gender equality. Signatories have become role models for attracting talent, entering new markets, serving their communities, while measurably improving the bottom line.

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Roundtable Summary Report



Clusters, competitiveness, and change for the better



Dorinda So

Research Director
Institute for Competitiveness
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Conference Director
TCI 2018

THIS WHITE PAPER focuses on the gender aspect of diversity and encouraging the inclusion of women within innovation clusters. The Institute's research found that despite making up the majority of Ontario's working-age population, when compared to men, women participate less in the labour market, work fewer hours, and earn lower median, full-time incomes. By removing the barriers to their inclusion, holding all else equal, increasing the participation rate of women in Ontario to the same rate as men could add upwards of CAD\$36.5 billion to the provincial economy.¹

Diversity should be celebrated because it enables our firms to grow, brings new perspectives and skillsets, and allows us to partner with those who are traditionally at the fringes of our labour market to grow our economy. Of course, this cannot be done without the second aspect of diversity: inclusion. Firms can hire diverse and talented employees but they must feel safe and empowered to contribute. Therefore, it makes economic sense to implement policies, such as affordable child care and take-it-or-leave-it parental leaves, which promote gender equality in the workforce. We also found significant benefits from enacting policies that improve labour market outcomes of Canada's Indigenous Peoples.

Clusters, and more specifically cluster organizations, can play a key role in encouraging better outcomes for women. Clusters can decrease the transaction and entry barriers and costs through their vast and well-integrated communication networks. As such, they can increase gender diversity and inclusion within the firms, organizations, and government bodies that make up the cluster by working together.² Cluster organizations are also effective at bringing in talent who are not traditionally part of the labour force or supply chains.

We at the Institute have spent the last few years considering gender diversity and inclusion issues as they relate to innovation and cluster policy. One of the most prominent ways we have done this is by hosting the 21st TCI Network Global Conference (TCI 2018) and exploring gender diversity and inclusion in plenary sessions from an economic perspective. As part of TCI 2018, we were able to work with UN Women and learned about the WE EMPOWER Programme. We were honoured to work with them again to host the Gender Diversity and Inclusion in Innovation roundtable on January 25, 2019. Bringing together leaders from diverse organizations, geographies, and backgrounds provided an excellent opportunity to discuss how the federal Innovation Superclusters Initiative can be used to promote gender diversity and inclusion. We hope this White Paper adds to the continued conversation on advancing gender diversity and inclusion in Canadian clusters and beyond.

We are grateful to WE EMPOWER Programme of the European Union, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the International Labour Organization (ILO), and the Rotman School of Management for their support of this event and to our international guests for coming to Toronto to share their insights.

A handwritten signature in black ink, appearing to read 'Dorinda So', written in a cursive style.



Stephanie Dei

National Coordinator
WE EMPOWER programme
in Canada

THE WORLD OF WORK is changing marked by transformations and innovations – especially in digital and communication technologies. This presents both challenges and opportunities to women’s economic empowerment. Innovation has begun to permeate all areas of the 21st century workplace. Women’s economic empowerment is therefore increasingly tied to women’s ability to participate in the design, use and production of technological advancements.

We are at a unique time in history. We are writing the code for the future. We have an opportunity to write out bias from the machines and technology that will control the way we live our lives. Women’s empowerment and gender equality are intricately linked to the innovation agenda as we define a future of work, that works for all.

However, in order to attract and retain female talent in STEM sectors, we need to see changes in the workplace. We need workplaces that empower women; free from sexual harassment, provide equal opportunity and compensation, flexibility, engage the maternal labour force while acknowledge the intersecting identities of the 21st century workforce. In an age of innovation we aim to shape the world of work so that we can transform the archaic work structures that have existed for centuries.

As civil society, governments and the private sector begin to work together to address the barriers to women’s increased involvement in STEM industries, we are beginning to see positive ripples of change.

Yet, we still have a lot of work to do. The EU-funded WE EMPOWER programme puts women’s economic empowerment at the heart of the future of work agenda. WE EMPOWER supports the active engagement of the corporate sector in a way that aligns with public policies led by G7 governments. WE EMPOWER aims to leverage the Women’s Empowerment Principles to engage the private sector in building workplaces and marketplaces that work for women. The WEPs are a framework for changing policies and changing minds.

Responsible societies promote responsible businesses and we all have a role to play in ensuring the 21st century workplace works for all.

The WE EMPOWER team would like to thank the Institute for Competitiveness & Prosperity, and the Rotman School of Management for their support in building this dialogue, our international and domestic guests who contributed their insights to the conversation, and also the WE EMPOWER Advisory Group who helped to shape this important dialogue.





On Friday January 25, 2019, the WE EMPOWER Programme of the European Union, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and the International Labour Organization (ILO), in partnership with the Institute for Competitiveness and Prosperity, an Ontario-based economic think tank, hosted a Gender Diversity and Inclusion in Innovation Roundtable Discussion in Toronto, Canada.

Approximately 30 individuals attended the roundtable, representing Canadian and international businesses, government bodies, and advocacy organizations. The roundtable aimed to examine how to increase women's participation in clusters, understand and overcome barriers to inclusion in clusters, and highlight successful practices of inclusion in innovation sectors.

This White Paper summarizes the content presented to attendees and the subsequent discussions. The conversations followed Chatham House Rules and as such, individual participants are not identified. This White Paper focuses on the Superclusters in Canada but can be applied to other clusters in Canada and globally.

What is a cluster?

The Institute for Competitiveness and Prosperity, an Ontario-based economic think tank, uses Harvard Business School Professor Michael E. Porter's definition of a *cluster*, which is “geographically proximate groups of interconnected companies, suppliers, service providers, and associated institutions.”³ Examples include Bay Street as Toronto's financial services cluster, Silicon Valley in California, and champagne from Champagne, France.

The co-location of talent (workers), firms (anchor firms, suppliers, etc.), research organizations (post-secondary institutions), and other actors (incubators, accelerators) creates a competitive environment which spurs:

- **pooling of highly skilled and specialized workers** – As talent learns new skills, they develop specialties that help them become more competitive in the labour market and help firms grow;
- **supplier specialization** – To be competitive, suppliers develop specializations;
- **knowledge spillovers** – As talent interacts in formal (e.g., conferences) and informal (e.g., casual lunch together) settings, they share knowledge, which can then be used to improve or increase their skills and specialties.

Taken together, these interactions produce innovations that help firms become more productive and competitive in the global marketplace. As such, clusters generate economic prosperity in the regions where they are located. Although clusters promote competition, they also encourage collaboration through the sharing of knowledge, data, and resources.⁴

Clusters are often formally organized through cluster organizations, made up of a few individuals, including a cluster manager, who help enable collaboration between cluster actors so that they can complete cluster initiatives.

The economic benefits that can result from clustering are why many governments, including the Canadian federal government, develop cluster policy in order to enhance the competitiveness and prosperity of the firms and people within their jurisdictions. Gender equality and women's economic empowerment are not just lofty goals, they are drivers of business and sustainable economic growth. The evidence is clear: investing in women as employees, entrepreneurs, customers, and community partners is good for everyone.

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Overview of the Innovation Superclusters Initiative

In Budget 2017, the Government of Canada announced the Innovation Superclusters Initiative (ISI) as part of the Innovation and Skills Plan, an agenda intended to spark growth and help Canada realize its potential as a global leader in innovation.

Superclusters refer to clusters that are globally competitive, produce a large number of high-growth companies and successful exits, and have deep capital and talent pools.⁵ To the Institute, a supercluster is a series of related clusters and industries working together under the umbrella of a supercluster. In most cases, platform technologies connect the various clusters.

The Innovation Superclusters Initiative is intended to accelerate innovation by incentivizing multi-level industry partnerships that will work together on ambitious, market-driven proposals. It intends to strengthen Canada's most promising clusters and strategically position Canadian firms in the global marketplace. It is expected that the initiative will create more than 50,000 jobs and generate more than \$50 billion in Gross Domestic Product (GDP) over the next ten years.

The Initiative is the first of its kind in Canada. The federal government is investing up to \$950 million over five years, which will be matched by partners dollar for dollar.⁶ It is managed by Innovation, Science and Economic Development Canada (ISED).

Following an open competition and a shortlist of nine superclusters in October 2017, the federal government selected five superclusters in February 2018, each of which will receive between \$125 and \$250 million of federal funding. They are:

- **Canada's Digital Technology Supercluster**—located in British Columbia and focused on virtual and augmented reality, data collection and analytics, quantum computing, genomics and precision health, among others;
- **AI-Powered Supply Chains (Scale.AI)**—located in Québec (and benefitting Ontario) and developing artificial intelligence and supply chain technology;
- **Oceans**—located in the Atlantic provinces and producing innovations in digital sensors and monitoring, autonomous marine vehicles, energy generation, automation, marine biotechnology, and engineering technologies;
- **Protein Industries Canada**—located in the Prairie provinces, it is focused on agri-food enabling technologies including genomics, processing, and IT; and
- **Next Generation Manufacturing**—located in Ontario and applying the Internet of Things, machine learning, cybersecurity, and additive manufacturing (3D printing) to manufacturing processes.

The Innovation Superclusters Initiative is intended to accelerate innovation by incentivizing multi-level industry partnerships that will work together on ambitious, market-driven proposals.

Can clusters and superclusters serve as a pathway to promote gender diversity and inclusion?

The current federal government has frequently highlighted that gender equality is a priority. In 2015, the Prime Minister formed Canada's first gender-balanced cabinet, and Budget 2018 used Gender-Based Analysis Plus to take into consideration how gender may affect the population's experience of government policies, programs, and initiatives.⁷ In line with these past initiatives, the ISI takes into consideration gender diversity in the following areas:

- **Governance** – Gender balance in the composition of the Superclusters' Boards of Directors, which must be maintained (at a minimum);
- **Management** – Gender balanced management teams;
- **Program Delivery** – Demonstrate on an ongoing basis how funded projects encourage diversity among their partners.

However, the mandate did not expand to include gender equality, diversity and inclusion – meaning the inclusion of women, people of colour, people with disabilities, and other marginalized groups – in order to challenge companies to effect real change.

Challenges

While the Innovation Superclusters Initiative has set out a strong foundation for potential gender, diversity, and inclusion within the superclusters, there may be challenges to ensuring these principles are carried out in practice.

One of the first challenges to implementing gender equality, diversity, and inclusion into the superclusters is the wholly new nature of the initiative—no other country has enacted a cluster policy as large or with as much funding. As such, there will be a learning curve, particularly for gender and diversity inclusion practices, given the many male-dominated industries that comprise the superclusters.

A second challenge identified by participants is a capability gap. Many employers in Canada, particularly small companies within the tech sector, do not yet have a human resources department and are unsure of diversity and inclusion practices. They are looking for an organization to provide guidance and mentorship through the sharing of best practices (such as providing playbooks on inclusive policies). In Europe, cluster management organizations fill this gap as they have, in several cases, provided businesses with resources to build diversity and inclusion. While a lack of resources is a challenge, it is also an opportunity for the superclusters and the firms that form them, to support the ecosystem, and push for change.

The third, and possibly largest, challenge for the superclusters, as raised by roundtable participants, is ensuring that there are mechanisms in place to hold the superclusters accountable for ISED did not set any hard targets for diversity and inclusion for projects or cluster initiatives because ISED wanted to focus on the transformative effect of projects. When hard targets are set, organizations strive to meet the target instead of exceeding them and therefore it encourages business leadership to do the bare minimum. Setting targets would enable ISED to measure how well the superclusters are meeting diversity targets, but it make it difficult for superclusters to choose their stakeholders especially in industries where there are not many women.

Some roundtable participants noted that hitting targets without inclusion can be detrimental for the confidence of diverse populations (feeling like you are only in a position because of your gender as

opposed to earning it based on qualifications), However, others raised concerns about the lack of hard targets and questioned how superclusters would be held accountable if they did not meet expectations. The participants were also worried that a lack of hard targets may be a barrier to achieving their objectives – with such a wide array of stakeholders involved in the initiative, it may be difficult to move the dial. While there are no hard targets in the program, the superclusters can be held accountable to the conditions of the contribution agreement they signed. If the conditions are not met, the government has the option of revoking funding. However, this would be done on a case-by-case basis with the recognition that there could be extenuating circumstances.

How does the Superclusters Initiative stack up to clusters in the European Union?

Cluster strategy has been an ongoing part of European Union policy for over a decade. This has included promoting clusters as a way to drive economic growth, internationalization of clusters, value chain development, resource efficiency initiatives, and digitalization. However, the way in which European clusters are formed and funded can vary significantly by country, and on the whole, are very different from the way Canada is proceeding with the Innovation Superclusters Initiative. Even the funding is quite limited for most European countries. Swedish clusters, for example, receive about \$10 million per year.

There are also significant variations between economies in terms of gender equality, diversity and inclusion. On the whole, women make up only 23.3 percent of board members in the largest companies in the EU-28 Member States with 7.0 percent as board chairs and 5.1 percent as CEOs.⁸ In some countries, such as Italy and Germany, the business cultures are still viewed as a “man’s world.” Nonetheless, European countries have made much improvement following the EU’s commitment and policy to gender equality. Canadian firms, on the other hand, have, on average, only 18 percent female representation on corporate boards, 4 percent are CEOs, and 10 percent are executives. This glass ceiling is in fact double paned: there is also a significant gender pay gap.⁹

Countries like Sweden, are leading the way on gender diversity and inclusion. In the Region of Skåne, a project examining gender equality and the intersection of gender and innovation recently received \$15 million in funding over three years. Specifically, the project seeks to:

- find solutions to the gender segregated labour market based on upper secondary education program selections;
- apply gender equality and intersectionality perspectives in innovation areas in the region, particularly smart specialization and the innovation processes; and
- apply a gender equality and intersectionality perspective in the regional innovation and support ecosystem.

In total, the project encompasses nine cluster initiatives with 1,500 members from a Triple Helix perspective.¹⁰ The project employed gender experts who worked with all clusters. It was considered a success because the clusters took the first steps to collaborate on gender inclusion.

Cluster collaboration is viewed as the platform on which to promote gender diversity and inclusion in the EU. Across the G7 and in the EU, there are a diverse range of collaboration platforms including the European Cluster Collaboration Platform, the European Women Management Development Network, the recently founded Women4Cyber network, the European Enterprise Network’s Women Entrepreneurship Sector Group, and the Erasmus+ Programme ‘Women in Power’ project, which promotes leadership and empowerment in traditional sectors and includes the participation of three clusters from Romania and Spain.

What does diversity and inclusion look like in innovation clusters?

Traditionally, women have been underrepresented in Science, Technology, Engineering, and Mathematics (STEM) sectors, where a lot of innovation occurs. While this is beginning to change, it is not happening quickly enough, particularly given the explosive growth in these sectors. For example, the share of jobs that require artificial intelligence (AI) skills have increased by 1,069 percent since January 2013 and those participants at the roundtable in AI share the common goal of determining how to fuse inclusion with this growth to lift up as many women and diverse peoples as possible.¹¹ One of the biggest choke points for employers in innovation clusters is that there are simply not enough people to meet the demand. Worse, despite an increasing number of women pursuing a post-secondary degree within STEM, one roundtable member noted that not enough women are applying for positions.

With Canada on track to create 2.4 million jobs in the next few years but facing a growing skills shortage, one roundtable participant suggested that there is opportunity to increase skills across the entire talent pipeline, but it must start with the appropriate mindset and skill-building at a young age. To address the skills shortage, a systems approach will be required because the problem is too big for one company or institute to tackle. While existing programs across Canada such as Equitable Pathways, an in-school program that teaches girls about career solutions, and expose young girls to STEM careers, one roundtable participant mentioned such programs are only a “band-aid solution.” Wider integration is necessary to ensure all students are learning the appropriate skills. Additionally, in the Canadian context, it is important to target more than just girls and women. Working with Indigenous Peoples is essential to work towards reconciliation and be truly inclusive.

Multiple roundtable members shared stories of when they were the only or one of a few women in a male-dominated room. One panelist noted that when she entered genomics, it was overwhelmingly (90 percent) men but there is now a 50/50 split. Nonetheless, other panelists noted that the new ISI, despite its focus on gender diversity, is still lacking other kinds of diversity. One panelist recalled attending a Scale.AI supercluster meeting with mostly older white men and only ten women. Another roundtable member working to increase the number of employment opportunities for women in the Advanced Manufacturing supercluster also noted that she is continuing to push for a seat at the table to help increase the number of women involved with the supercluster.

In order to effect change, it is crucial to move deeper than simple diversity targets and ask companies and cluster management whether they have women in leadership as well as policies that support women in the workplace at all levels including within supply chains. This is particularly important for job seekers who should be asking in an interview “what does your organization do for women?” This includes asking how the company invests in women’s leadership within the company and in the broader community. If the employer cannot answer those questions, the roundtable participant says that the candidate should not accept the position.

Schneider Electric, a leading firm in the digital transformation of energy management and automation that employs over 142,000 employees in over 100 countries, is a signatory of the Women’s Empowerment Principles, and is making progress in advancing diversity and inclusion. Schneider Electric realizes that gender diversity makes business sense, which is why 39 percent of entry level positions, 42 percent of board positions, and 21 percent of executive positions are held by women. Not only does the firm employ a diverse group of individuals, it has also adopted truly inclusive policies. The firm is one of ten UN HeForShe Champions and in 2015 it committed to closing the existing gender pay gap (that is, women make 80 percent of what men earn in the same positions) in 85 percent of positions. By 2018, the company had achieved over 90 percent pay equity. They are also the first in their industry to have minimum global family leave policies, including primary and secondary parental leave for natural birth and adoption,

bereavement, and care leave. Schneider Electric has also adopted bias-free hiring processes. For example, Canadian employers used to ask job candidates what their previous salaries were during the hiring process. It is well documented that women and visible minorities are typically paid less than men and those who are not visible minorities, respectively, so this practice resulted in a pay discrepancy that followed an individual throughout their career. Now, Schneider Electric only determines whether the candidate is qualified for the job and provides the candidate with the salary they are prepared to offer.

Diversity within Canadian STEM sectors is important, but Canada has not yet fully achieved this and certainly not inclusion because this is difficult to evaluate and it is hard to course correct firms and clusters that are pursuing policies and initiatives that do not support diverse talent.

Who is responsible for supporting gender equality, diversity and inclusion in the workplace?

The equality of women and men has been protected and guaranteed by law in Canada since the enactment of *Canadian Charter of Rights and Freedoms* in 1982. However, there continue to be issues in achieving true equality. For example, inequalities experienced in the labour force such as pay inequity are compounded by the lack of affordable and accessible childcare.

Despite a legal guarantee of equality, businesses have been slow to implement inclusive policies. One roundtable participant stated that anonymous surveys conducted amongst a variety of organizations found that some do not work on diversity and inclusion issues because of perceived backlash from those who hold power within the organization, who are predominantly older white males. This sparked the suggestion that perhaps we need to shift the paradigm to the other side, raising awareness on the side of men. Another participant was quick to point out that the literature shows diversity and inclusion is not just about training, but it is a structural issue that requires holding firms accountable for their actions.

Similarly, a participant suggested that businesses' slow implementation of diversity and inclusion policies may be a result of a general lack of clarity of the business case for diversity and inclusion—urging a continued and concerted effort to emphasize the business case. The roundtable discussed Schneider Electric's systems approach and how the organization achieved its gender pay parity goal. Initially, managers at Schneider Electric did not conduct gender pay gap reviews. Only when executive leadership made the review mandatory did the situation start to change. Accordingly, a top down approach may be necessary for companies whose leadership is not actively engaged in gender and diversity initiatives on their own.

Nonetheless, economic language, particularly the idea of return on investment (ROI) as a result of corporate social responsibility, including inclusion, is important to keep the conversation going, according to other participants. The business case is still relevant in advancing gender diversity and inclusion in innovation.



RECOMMENDATIONS

Actions and mechanisms to improve gender equality, diversity and inclusion in innovation clusters

1. **Commit to the Women's Empowerment Principles**
2. **Apply for Gender Diversity Certification**
3. **Stronger Accountability Measures**
4. **Create Advisory Councils**
5. **Develop Sectoral Initiatives**
6. **Collaboration and Partnership**
7. **Commit to international labour standards**

RECOMMENDATIONS AND CONCLUSIONS

Roundtable participants suggested several actions and mechanisms to improve gender diversity and inclusion in innovation clusters:

Commit to the Women's Empowerment Principles

Companies around the globe are promoting gender equality and women's full participation and leadership in the workplace, marketplace and community.

UN Women and UN Global Compact are encouraging firms of all sizes, in all countries, industries, and sectors, to take decisive action towards gender equality with the Women's Empowerment Principles.

By signing the Women's Empowerment Principles, companies galvanize their shareholders and stakeholders to drive change for gender equality. They are becoming role models for attracting talent, entering new markets, and serving their communities, while measurably improving the bottom line. The seven Principles are as follows:

1. Establish high-level corporate leadership for gender equality.
2. Treat all women and men fairly at work – respect and support human rights and non-discrimination.
3. Ensure the health, safety and well-being of all women and men workers.
4. Promote education, training, and professional development for women.
5. Implement enterprise development, supply chain, and marketing practices that empower women.
6. Promote equality through community initiatives and advocacy.
7. Measure and publicly report on progress to achieve gender equality.

UN Women and UN Global Compact are encouraging firms of all sizes, in all countries, industries, and sectors, to take decisive action towards gender equality with the Women's Empowerment Principles

Apply for Gender Diversity Certification

Several roundtable participants felt that a true gender equity certification program in Canada that is not overly onerous on industry could further promote gender diversity and inclusion. One such certification program by Great Place to Work can benchmark firms against others to help them understand how they are doing relative to others. The programme costs \$1,000 and aims to better understand and then compare how a firm is doing on diversity and inclusion, such as examining where within a company diverse staff are employed. It is not enough to have gender equality if all female employees work in low-paying, non-managerial or leadership roles. In addition, although it is not a certification program *per se*, Google also offers a survey on diversity and inclusion which allows companies to compare their progress to other firms.

Similarly, the Canadian Council on Aboriginal Business (CCAB) also has a certification program focused on raising awareness on various issues, procurement practices, and other factors. The certification is already becoming valuable for firms that have decided to go through the process—one First Nation group working on building new schools only wanted to hire companies with the CCAB certification.

Stronger Accountability Measures

A common thread throughout the discussion was the need for stronger accountability measures on gender diversity and inclusion. One key measure is determining the retention rate of employees, senior leadership, and board members. If there is high turnover of women and diverse groups in these positions, this can be symptomatic of deeper issues. For example, employees may feel their voices are not being heard, their input is not taken into consideration, or the policy and culture are not inclusive, such as a lack of maternity leave policy.

Create Advisory Councils

The creation of advisory bodies and councils is a way for leadership to develop outcomes and program designs that promote gender diversity and inclusion. This can also include supporting organizations that provide materials, including playbooks and tools, to cluster actors especially smaller firms that do not have a human resources department.

Develop Sectoral Initiatives

One roundtable participant highlighted the importance of sectoral initiatives to target industries with different profiles. For example, the mining industry has approximately 10 percent women, while the electrical sector has 25 percent women. A sectoral initiative, “Equal by 30,” is a project focused on achieving gender equality in the energy sector by 2030.

A high turnover of women in senior leadership or board positions can be symptomatic of deeper issues

Collaboration and Partnership

Encouraging stronger collaboration between stakeholders towards women's empowerment is crucial to achieving success, for example, through the establishment of a community of practice. These digital spaces can help individuals share ideas, challenges, and practices.

Commit to international labour standards

A recommendation not explicitly identified by roundtable participants but remains an integral part of advancing gender equality, diversity, and inclusion is ensuring that firms, particularly those who work in multiple countries adhere to international labour standards. The goal of promoting gender equality in the world of work is reflected in a number of international labour standards.

The four key ILO gender equality Conventions are the Equal Remuneration Convention (No. 100), Discrimination (Employment and Occupation) Convention (No. 111), Workers with Family Responsibilities Convention (No. 156) and Maternity Protection Convention (No. 183). Conventions 100 and 111 are also among the eight fundamental Conventions and the principles and rights enshrined in those Conventions are found in the ILO Declaration on Fundamental Principles and Rights at Work .

In addition, the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy is the ILO normative instrument, which promotes synergies between government and business policies to promote responsible business, including women's economic empowerment at work.¹²

Its principles are addressed to multinational enterprises, governments of home and host countries, and employers' and workers' organizations and cover areas such as employment, training, conditions of work and life, and industrial relations as well as general policies.

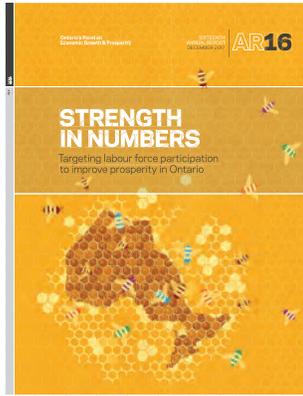
An integral part of advancing gender equality, diversity, and inclusion is ensuring that firms, particularly those who work in multiple countries adhere to international labour standards.

END NOTES

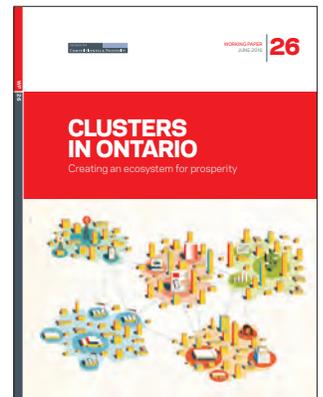
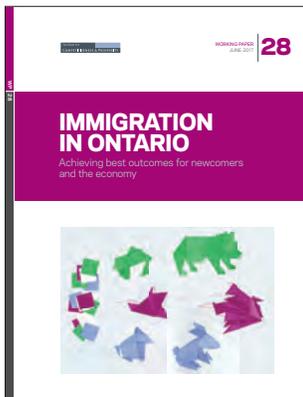
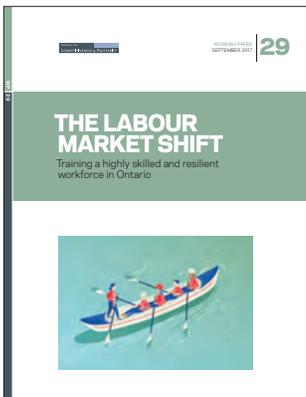
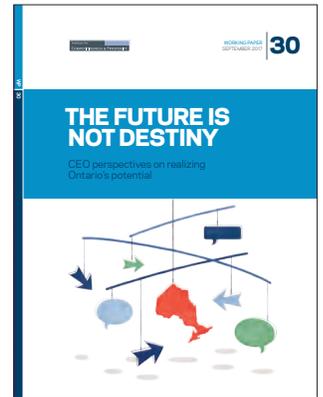
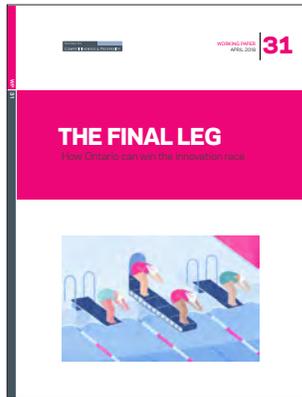
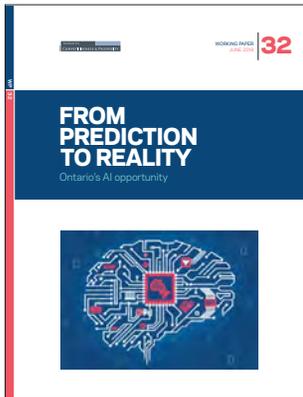
- 1 Ontario's Panel on Economic Development and Growth. "Strength in Numbers: Targeting Labour Force Participation to Improve Prosperity in Ontario." Sixteenth Annual Report. 2017.
- 2 Cluster actors include private sector firms, government institutions, academia, and venture capitalists.
- 3 Porter, Michael E. "The Competitive Advantage of Nations." New York: Free Press, 1990.
- 4 This is "co-opetition." Source: *ibid*.
- 5 A successful exit is when a firm goes public (initial public offer) or is acquired by another company. In any case, they yield positive returns for the initial investors of the firm.
- 6 Partnership funding can include funds from firms, post-secondary institutions, other governments, and non-profit organizations that match funding for WE EMPOWER Programme of the European Union, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and the International Labour Organization (ILO) project or cluster initiative execution.
- 7 Gender-Based Analysis Plus (GBA+) goes beyond Gender-Based Analysis, which considers solely gender and examines how the intersection of sex and other demographic characteristics is impacted by policies and programs. The federal government has committed to use GBA+ since 1995. Source: Status of Women Canada. "Gender-Based Analysis Plus." Last modified December 4, 2018, accessed February 19, 2019, <https://cfc-swc.gc.ca/gba-acis/index-en.html>.
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