

## APEC Template for the Individual Action Plan (2019)

### Economy: Canada

<p><b>Ratio of Women's Representation in Leadership in both the Public and Private Sectors</b> (based on each economy's indicators and definitions, or equivalent to P-5 and above of the UN; see <a href="https://careers.un.org/lbw/home.aspx?viewtype=SC">https://careers.un.org/lbw/home.aspx?viewtype=SC</a>)</p>	<p>Gender equality and diversity in leadership and at all levels of decision-making are essential to a fair and democratic society. The Government has taken steps to encourage diversity in economic, political and judicial spheres:</p> <ul style="list-style-type: none"><li>• Since late 2015, the representation of women serving as Governor in Council (GiC) appointees has increased from 34 per cent to 47 per cent (2019).</li><li>• Women account for 27 per cent of federal Members of Parliament; 49 per cent of federal Cabinet Ministers; and 47 per cent of federal Senators (2019).</li><li>• 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.</li><li>• In the federal government 47 per cent of executives are women (up from 28 per cent in 2000).</li></ul> <p><b>Women Representation on Corporate Boards:</b></p> <ul style="list-style-type: none"><li>• In May 2019, Statistics Canada released new data on the gender composition of corporate boards<sup>1</sup>, 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 <i>Corporations Returns Act</i>, the information highlights women in leadership and strategic decision-making roles in corporations conducting business in Canada.</li><li>• 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.</li><li>• Government business enterprises had the highest share (28.8 per cent) of women on corporate boards followed by public corporations (20.5 per cent).</li><li>• 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</li></ul>
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<sup>1</sup> This study was produced in partnership with Statistics Canada's Centre for Gender, Diversity and Inclusion Statistics. Additional information about the Centre and other gender-related studies and statistics can be found in the "[Gender, diversity and inclusion statistics](https://www150.statcan.gc.ca/n1/daily-quotidien/190507/dq190507a-eng.htm)" hub. <https://www150.statcan.gc.ca/n1/daily-quotidien/190507/dq190507a-eng.htm>

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<sup>2</sup> 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:**

- Approximately 16 per cent of SMEs are female owned (2017).
- 14.8 per cent of exporting SMEs are women-owned (2017).
- 18.8 per cent of exporting SMEs are equally male and women-owned (2017).

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<sup>2</sup> <https://phasenyne.com/wp-content/uploads/2019/03/ARC-Annual-Report-Card-2018.pdf>

	<p><b>Women underrepresented in high-income groups and senior leadership<sup>3</sup>:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• In total, about 35,000 women and 137,000 men were included in the top 1 per cent.</li> <li>• Visible minorities and Indigenous people were substantially underrepresented in top income groups, relative to their representation in the working population.</li> <li>• 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.</li> <li>• Women accounted for one in four senior managers, as 160,700 men worked as senior managers, compared with 60,700 women.</li> <li>• Representation in senior management declined alongside income levels, as women accounted for about one in seven senior managers in the top 1 per cent.</li> <li>• 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.</li> <li>• 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, gender gap wider for managers than health professionals.</li> </ul>
<p><b><u>Voluntary Goals for Women’s Representation in Leadership in Public and Private Sectors toward by the End of 2020</u></b> (per cent; 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 <b>Gender Results Framework (GRF)</b> represents the Government of Canada’s vision for gender equality, highlighting the key issues that matter most. Introduced in 2018, it is a whole-of government tool designed to:</p> <ul style="list-style-type: none"> <li>• Track how Canada is currently performing;</li> <li>• Define what is needed to achieve greater equality; and</li> <li>• Determine how progress will be measured going forward.</li> </ul> <p>The GRF focuses on six gender equality goals, including leadership and democratic participation. Through the GRF, Canada is committed to <b>increasing the representation of women in positions of leadership</b> in both the public and private sector:</p> <ul style="list-style-type: none"> <li>• More women in senior management positions, and more diversity in senior leadership positions;</li> <li>• Increased opportunities for women to start and grow their business, and succeed on a global scale;</li> <li>• More company board seats held by women, and more diversity on company boards;</li> </ul>

<sup>3</sup> Richards, E. 2019. Who are the working women in Canada’s top 1%? Analytical Studies Branch Research Paper Series, no. 414. Statistics Canada Catalogue no. 11F0019M. Ottawa: Statistics Canada.

Data from Census of Population (2016)

- 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<sup>4</sup>.
  - 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<sup>5</sup>.
  - 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), a \$2 billion investment that seeks to double the number of women-owned businesses by 2025.
- WES is a whole-of-government approach to helping women grow their businesses through access to financing, talent, networks and expertise. 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 GDP<sup>6</sup>.
- The Business Women in International Trade (BWIT) Program, in existence since 1997, and which expanded under the WES, advocates and supports women entrepreneurs to take advantage of international trade opportunities. It assists

<sup>4</sup> <https://www.osler.com/osler/media/Osler/reports/corporate-governance/2018-Diversity-Disclosure-Practices-Women-in-leadership-roles-at-TSX-listed-companies.pdf>

<sup>5</sup> <https://www.osler.com/osler/media/Osler/reports/corporate-governance/2018-Diversity-Disclosure-Practices-Women-in-leadership-roles-at-TSX-listed-companies.pdf>

<sup>6</sup> <https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Women%20matter/The%20power%20of%20parity%20Advancing%20womens%20equality%20in%20Canada/MGI-The-power-of-parity-Advancing-womens-equality-in-Canada-Full-report.ashx>

	<p>businesses that are 51 per cent+ owned, managed and/or controlled by one or more women.</p> <ul style="list-style-type: none"> <li>• In 2018, the Federal Budget assigned \$10 million over 5 years to the BWIT program to support women-owned businesses in accessing, competing and succeeding in international.</li> </ul>
<p><b><u>Include a Brief Plan of Action of How your Economy Plans to Achieve Your Voluntary Goals</u></b></p>	<p>In <a href="#">Budgets 2018 and 2019</a>, the Government of Canada is investing to advance gender equality and introducing a number of transformative initiatives to advance gender equality and inclusion:</p> <p><b>A) Gender Results Framework (GRF):</b></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> <ul style="list-style-type: none"> <li>• On March 19, 2019, the new Department of Women and Gender Equality launched the Gender Results Framework Portal, an up-to-date source of data and research relevant to the indicators included in the Framework.</li> <li>• On September 26, 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.</li> </ul> <p><b>B) Gender Based Analysis (GBA+):</b></p> <p>Building on Budget 2018, Budget 2019 strengthens 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.</p> <p><b>C) Gender Budgeting:</b></p> <p>On December 2018, Parliament passed the <i>Canadian Gender Budgeting Act</i> 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 supports Gender Budgeting as a foundational element of the Government’s strategy to improve equality in Canada.</p> <p>In this context, the Government of Canada will continue to use a number of measures to advance women as leaders, including:</p> <p><b>1. Women in Leadership and Democratic Participation:</b></p> <ul style="list-style-type: none"> <li>• Budget 2019 proposes a historic investment of \$160 million over 5 years, starting 2019-2020, to the Department for Women and Gender Equality Canada for the Women’s Program to enable further community action to tackle</li> </ul>

systemic barriers impeding women's progress, while recognizing and addressing the diverse experience of gender and inequality across Canada. This funding will enhance the Women's Program to support projects that encourage women and girls in leadership and decision-making roles.

- Additionally, through the Women's Program, \$18 million has been provided to date to support approximately 50 projects that engage 150 women leaders from across Canada working to advance gender equality locally and as a part of a pan-Canadian network.

## **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 47 per cent today.

## **3. Women in Politics:**

- The Budget 2019 will work with the gender balanced cabinet and Parliamentarians to support and promote more women leadership for Members of Parliament with young children, 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 passed the *Act to amend the Canada Labour Code* (Bill C-65 addresses harassment and violence), *the Parliamentary Employment and Staff Relations Act* and *the Budget Implementation Act, 2017, No. 1* to help ensure that Federal workplaces, including Parliament, are free from harassment and violence.

## **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).

## 5. Women in Academia:

- The Government of Canada continues to show commitment to ensure that women and girls have access to quality education and skill development to broaden their opportunities for high-quality jobs and comfortable income.
- Budget 2019 announced an investment of \$10 million over two years to the *Let's Talk Science* strategy, thereby extending its current commitment to 2022. *Let's Talk Science* will engage girls and boys in science, technology, engineering and mathematics (STEM), introducing them to critical skills development opportunities and opening doors to future studies and occupations.
- Since 2015, *Let's Talk Science* achieved over 3.1 million youth interactions:
  - More than 80 per cent of youth surveyed report *Let's Talk Science* increased their interest and confidence in STEM studies
  - More than 50 per cent of students report having a better understanding of the diversity of STEM careers after *Let's Talk Science*
  - *Let's Talk Science* facilitated more than 1,800 programs with more than 53,000 Indigenous youth.
- Budget 2019 also proposes 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.
- Budget 2019 also proposes to invest \$37.4 million over 5 years to provide Paid Parental Leave for Student Researchers, helping young researchers, especially women, balance their careers with family life.

## 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 \$10 million over five years to connect women with expanded export services and opportunities through the Business Women in International Trade (BWIT) Program. The BWIT Program, is a key WES program, 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 commercial terms, for women-owned businesses that are exporting or looking to begin exporting.
- To complement this commitment, 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, a program of the Canadian Trade Commissioner Service (TCS) within Global Affairs Canada offering financial support to Canadian small and medium enterprises (SMEs) to diversify their markets, has lowered the threshold for funding allocation to increase the participation of Canadian women-owned companies internationally. Increased awareness of women-owned enterprises special characteristics also leads to inclusion of this segment of the economy as recipients of CanExport funding.
- Other Budget 2019 commitments in this area: the government 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:**

- Budget 2019 commits to supporting the new Proactive Pay Equity Regime through the *Pay Equity Act*, which received Royal Assent on December 12, 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.
- Budget 2019 announced amendments to the *Employment Equity Act* to introduce pay transparency measures for federally regulated employees.
- Starting March 17, 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.

- To increase the labour force participation of women and underrepresented groups, the government has introduced several initiatives to help Canadians with the challenges they face when making decisions about pursuing work or going back to school. These initiatives will increase the number of high-quality, affordable child care spaces (up to 40,000 over the next three years), introduce flexible work arrangements, make parental leave more flexible, and expand opportunities for lifelong learning.

**8. Other Initiatives:**

- Encourage and support women's participation in Trades as viable career path through: The Apprenticeship Incentive Grant for Women to provide support to approximately 5,000 women over a five-year period; and the Pre-Apprenticeship Program with five projects running and another six expected to launch in 2019. These program will track and report the number of women with respect to increasing women's representation in the trades.
- Working in partnership with provinces, territories, post-secondary institutions, training providers, unions and employers, the government will provide \$46 million over five years, and \$10 million per year thereafter, for the Pre-Apprenticeship Program.
- To help increase the number of women in the skilled trades, the Women in Construction Fund launched in 2018-19 with an investment of \$10 million over three years. The Program builds 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.