

THE FACE OF LEADERSHIP IN BC

PRELIMINARY FINDINGS



About the Minerva Foundation for BC Women

The Minerva Foundation delivers a range of unique programs to help women develop their leadership capacity and find meaningful work. From education awards for women in need, mentoring and coaching, job search support and culturally relevant programming developed and delivered in partnership with Aboriginal women, the Minerva Foundation elevates the visibility, influence and contribution of women to change the face of leadership in BC.

Since 2001, the Minerva Foundation has given away more than \$2 million in education awards and touched the lives of more than 3,000 women and girls across British Columbia.

Face of Leadership Background

- In 2011, the Minerva Foundation for BC Women adopted a new vision: To Change the Face of Leadership in BC. To realize this vision the organization had to first understand what leadership looks like across British Columbia
- The Minerva Foundation formed its Face of Leadership Committee, which began researching leadership in British Columbia. While the Committee found research on gender for leadership in particular industries, there was no comprehensive analysis that spanned across industries.
- Beginning in April, 2012, Bob Elton, Minerva Foundation board director and past executive of BC Hydro, Eldorado Gold Corporation and Price Waterhouse Coopers, initiated a cross-industry research project to scan the landscape of leadership across British Columbia.
- Elton enlisted the help of Jennifer Sung, Chartered Accountant in the Consulting and Deals Finance practice of Price Waterhouse Coopers and Top 100 World of Difference Award Winner.
- Elton and Sung, along with **12 volunteer researchers**, began their research with a preliminary list of the largest industries in British Columbia.



About the Research

- The research was conducted based on publicly available information
- The research team leveraged every type of technology possible - Excel, Google spreadsheets, conference calls, face-to-face meetings
- **Challenge:** depending on industry, company etc., the definition of leader is not consistent. Researchers gathered data on the top leadership position at each company—statistics reflect this

About the Researchers

Bob Elton

Bob Elton is a leader in financial and social enterprise, with strong ties to the both the public and private sectors through his past executive roles at BC Hydro, Eldorado Gold Corporation and Price Waterhouse Coopers. He currently holds Directorships on the Boards of the Minerva Foundation for BC Women, Vancity, Simon Fraser University, Canadian Business for Social Responsibility, BC Immigrant Employment Council and the Pacific Institute for Climate Solutions. He is a member of the Institute of Corporate Directors and a Fellow of the Institute of Chartered Accountants of British Columbia.

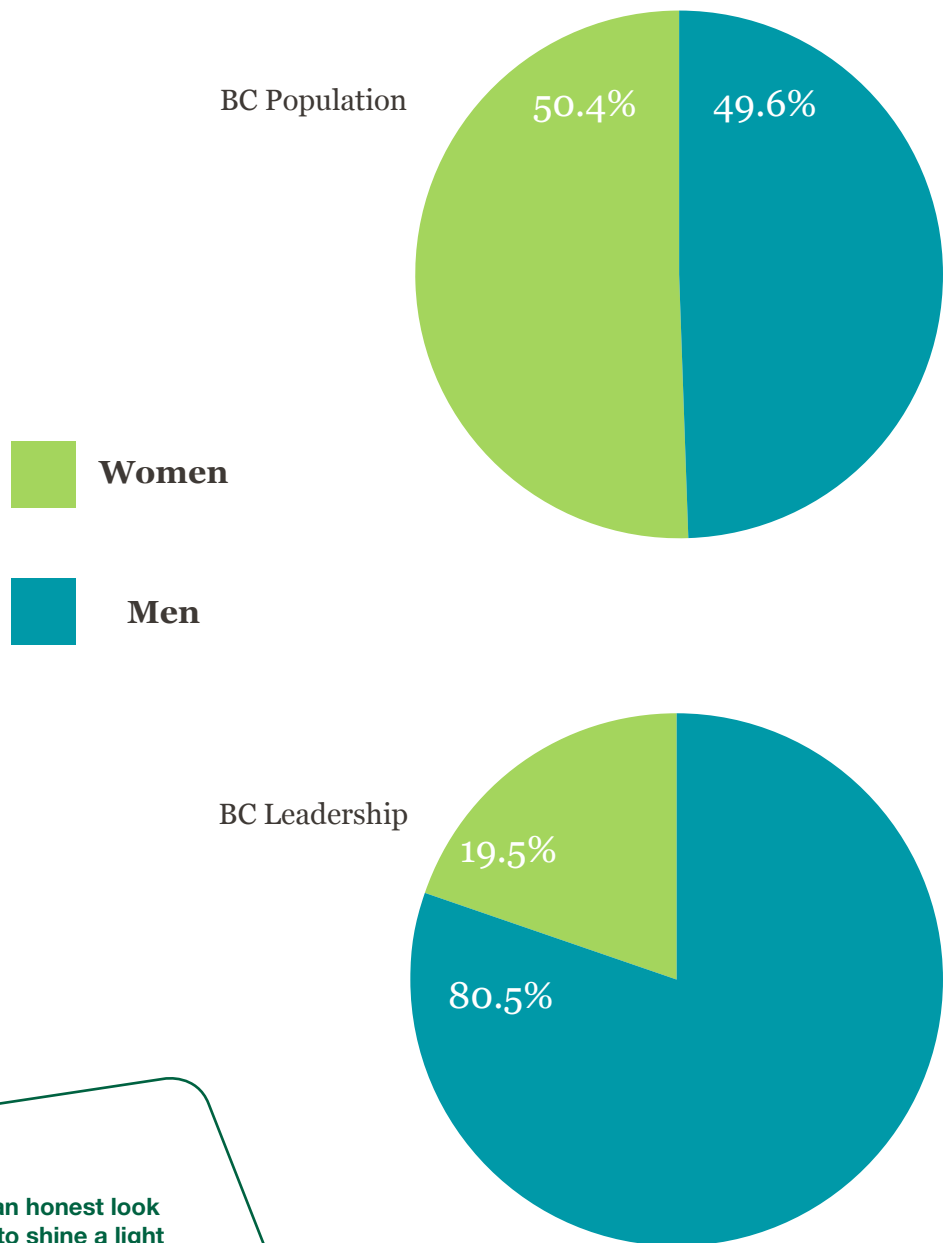
Jennifer Sung

Jennifer Sung is a CA in the Consulting & Deals Finance practice of PwC. She has served as Vice-President of the Canadian Young Women in Business Society and as the Director of Marketing for the Association of Chinese Canadian Professionals, and was recognized as a Top 100 World of Difference award winner by the International Alliance of Women. She also sits on the Finance committee for Bard on the Beach.

Preliminary Findings

While the British Columbian population is almost an even split between men and women, the face of BC leadership is overwhelmingly male.

Figure 1: BC population versus BC leadership



“Any meaningful change starts with an honest look at your starting point. It is important to shine a light on the facts and identify whether women are in the decision-making roles across the province.”

- Fiona Douglas-Crampton, Minerva Foundation CEO

Preliminary Findings - Continued

Based on the representation of women leaders, the researchers divided industries into three tiers.

Tier 1: Over 25% women-led

Industries with the highest number of women leaders include, non-profit organizations (67%); retail (58%); the federal government in BC (53%)

Key Observations

- Leaders in this tier are typically elected or have specific policies in place that encourage the promotion of women
- Tier 1 industries play an important role in society, but the pay-grade is lower in this tier when compared with Tiers 2 and 3
- The industries in this tier could be considered female-oriented (non-profits; health authorities etc.)

“Among the trends that stood out to us is that the industries with the most female leaders are what might typically be referred to as ‘feminine industries, like retail and non-profit, while other industries represented in this tier have specific policies in place to promote women’.”

-Jennifer Sung



Key Observations

- The industries represented in Tier 3 include some of the largest companies in the province and are the economic drivers in BC
- Industries with the lowest numbers of female leadership often have equal gender representation at the university-level. In some cases women dominate in terms of educational credentials, but are still underrepresented in leadership positions.

“Women are used to gender equality in college and university, but things quickly change once they enter the workforce.”

-Jennifer Sung

Tier 2: 10% - 25% women-led

Industries with the highest number of women leaders include banks (23%); First Nations (22%); manufacturing (21%); education (21%)

Industries with the lowest number of women leaders include credit unions (19%) and asset management firms (11%)

Tier 3: Less than 10% women-led

Industries with the lowest number of women leaders include, engineering (0%); restaurant chains (0% women-led); crown-corporations (0% women-led)

“One of the most interesting observations is the question of economic drivers,” says Douglas-Crampton. “When we look at women in leadership roles we have to qualify the numbers with the impact of those roles. These findings indicate that the province’s most powerful industries are still mostly led by men.”

-Fiona Douglas-Crampton, Minerva Foundation CEO

Tiers Data

Tier 1: Over 25% women-led

Category	Definition of Leader	# with Male Leaders	# with Female Leaders	% with Female Leaders
NPOs	President/CEO	17	35	67%
Retail	CEO	10	14	58%
Federal Government in BC	Director/President	24	27	53%
BC Government	Premier/Deputy Minister	1	1	50%
Interior Design	Principal/President/Owner	11	10	48%
Tourism	Executive Director	17	15	47%
BC Cabinet Committee	Cabinet Members	8	6	43%
Member of Parliament	MPs	23	12	34%
Professional/Industry Association	President/CEO/Executive Director	24	11	31%
Sports & Entertainment	President/Director	24	11	31%
Health Authorities	CEO	5	2	29%
BC-based Federal Ministers	Federal Ministers	3	1	25%
Food Products & Services	President/CEO/Owner/Founder	33	11	25%

Tiers Data - Continued

Tier 2: 10% - 25% women-led

Category	Definition of Leader	# with Male Leaders	# with Female Leaders	% with Female Leaders
Banks	President/VP/CEO	10	3	23%
First Nations	Elected Chief	142	41	22%
Manufacturing	President/CEO	44	12	21%
Education	President	19	5	21%
Asset Based Leaders	President/CEO	8	2	20%
Credit Unions	President/CEO	25	6	19%
Asset Management Firms	President/CEO	17	2	11%

Tiers Data - Continued

Tier 3: Less than 10% women-led

Category	Definition of Leader	# with Male Leaders	# with Female Leaders	% with Female Leaders
Architectural Firms	Managing Principal/Partner	20	2	9%
Insurance	President	22	2	8%
Investment Dealers/Brokers	Managing Director/President/CEO	22	2	8%
Resorts	General Manager	12	1	8%
Hotels	General Manager	25	2	7%
Life Sciences	President/CEO	42	3	7%
Technology	President/CEO	103	7	6%
Commercial Property Mgmt	President	15	1	6%
Forestry	President/CEO	38	2	5%
Accounting	Managing Partner/President	20	1	5%
Energy	President/CEO	63	3	5%
Law Firms	Managing or Senior Partner	26	1	4%
Public Companies	President/CEO	26	1	4%
Entrepreneurial	President/CEO	35	1	3%
Mining	President/CEO	39	1	3%
Real Estate	President/CEO	19.5	.5	3%
Construction	President/CEO/Principal	22.5	.5	2%
Agriculture	CEO/Founder	10	0	0%
Crown Corporations	President/CEO	11	0	0%
Engineering	President/CEO/Principal	40	0	0%
Restaurant Chains	Owner	5	0	0%
Web Development	President/CEO	6	0	0%

Next Steps

The information captured in these preliminary findings is just the beginning. The next steps will involve obtaining important feedback from stakeholders, continuing our research, interviewing male and female leaders and developing recommendations.

“It’s not just about getting more women into leadership roles, though that is essential to achieving gender equality. But we also need to move away from the old command and control model of leadership to one that is values based—something that we believe will create more equitable workplaces and more meaningful work experiences for men and women.”

-Fiona Douglas-Crampton, Minerva Foundation CEO

How the Minerva Foundation is Changing the Face of Leadership in BC

The Minerva Foundation provides **education awards** for women in non-traditional fields of study.

The Minerva Foundation recognizes the work of women in non-traditional fields with its annual **Women In™** event (the 2013 event will recognize women in science).

The Minerva Foundation is elevating the visibility, influence and contribution of women leaders with its suite of **leadership development programs**.

Minerva Helping Women Work™ (MHWW) **employment programs** are unique career mentoring and coaching programs for women who are re-entering the workforce, are in career transition, recently unemployed, under-employed, are new grads or are returning to work after an extended absence.

