

# Managing for Diversity & Inclusiveness: Results of the 2004-05 Ivey Strategic Diversity and Inclusiveness Survey

*Responses from Human Resource Managers and CEOs*

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The logo for the Richard Ivey School of Business, featuring the word "IVEY" in a large, bold, green serif font.

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# Managing for Diversity & Inclusiveness: Results of the 2004-05 Ivey Strategic Diversity and Inclusiveness Survey

## *Executive Summary*

### Description of the Responding Firms:

- ❑ 155 Human Resource Managers and 91 CEOs responded to the 2004-05 Ivey Strategic Diversity and Inclusiveness Survey
- ❑ Half of the responding firms had more than 675 employees
- ❑ 42 of the responding firms were in manufacturing industries, and 102 were in services
- ❑ 62 of the responding firms utilized high involvement management systems extensively
- ❑ 60 of the responding firms were internationalized in that they had employees in foreign operations

### Key Findings:

- ❑ Only 36.6% of Human Resource Managers indicated that valuing diversity is part of their company's mission or values statement, and only 22.6% indicated that their company has a clear understanding of how diversity is linked to bottom-line business goals, indicating that *most Canadian firms do not take a strategic approach to diversity*
- ❑ On average, the 91 CEOs who responded indicated that half to all of the senior executives in their company "actively support diversity and inclusiveness"
- ❑ *But ...* CEOs believed that "only one" or "a few" of their senior executives reward their direct reports for leading diversity effectively
- ❑ Of the 155 Human Resource Managers who responded, 61.3% indicated their company has a strategic human resource plan aimed at getting the right people into the right positions at the right time to achieve strategic business goals
- ❑ *But ...* only 34.2% indicated that their company include diversity goals in their strategic human resource plans
- ❑ 69% of Human Resource Managers indicated their company uses a structured interviewing process to select job candidates
- ❑ *But ...* only 33.3% indicated that their company identifies feeder pools likely to generate a diverse set of qualified job candidates, and only 36.8% design recruiting materials aimed at attracting a diverse group
- ❑ 58.1% of Human Resource Managers indicated their company provides internal leadership development training
- ❑ *But ...* only 23.4% indicated their company targets a diverse group of employees for training and development opportunities, and only 5.8% ensure that a diverse group of employees is receiving mentoring
- ❑ *Relatively few firms actively seek to recruit, select, develop and retain a diverse workforce*
- ❑ *Therefore, a clear opportunity exists for diversity leaders to gain strategic advantage in the competition for talent among the increasingly diverse Canadian labor force*

# Managing for Diversity & Inclusiveness: Results of the 2004-05 Ivey Strategic Diversity and Inclusiveness Survey

What is the state of diversity management in Canada? What are Canadian organizations doing to manage diversity strategically? What are Canadian Human Resource Managers doing to recruit, train, motivate, and retain a diverse workforce? How are Senior Executives in major Canadian firms supporting diversity in the workplace?

To answer these questions, researchers at the Richard Ivey School of Business conducted a survey research study of the Globe and Mail Top 1000 Canadian companies as well as employers filing employment equity reports. The survey was carefully designed with input from Canadian Human Resource Managers and Canadian line managers in the banking, telecommunications, petroleum products, engineering, power generation, and consulting industries. We are also grateful for valuable guidance provided by Catalyst Canada.

The four-page HRM Strategic Diversity and Inclusiveness Survey focused on nine action areas for diversity management:

- Linking diversity to strategic business goals
- Including diversity in human resource planning
- Recruiting a diverse workforce
- Selecting a diverse workforce
- Training and developing a diverse staff
- Monitoring the effectiveness of staffing for diversity
- Providing work-life flexibility
- Creating an inclusive working environment
- Senior Executive support for diversity

The two-page CEO Strategic Diversity and Inclusiveness Survey was designed to obtain CEOs' views on what senior executives are doing to support workplace diversity and inclusiveness.

This report provides a summary of the responses from 155 Canadian Human Resource Managers and 91 Canadian CEOs. The companies represent a cross-section of medium to large-sized Canadian companies in a variety of industries. The response rate to the survey was 17.3% for Human Resource Managers and 10.1% for CEOs. The following sections provide a summary of the results for each section of the survey.

## Linking Diversity to Strategic Business Goals

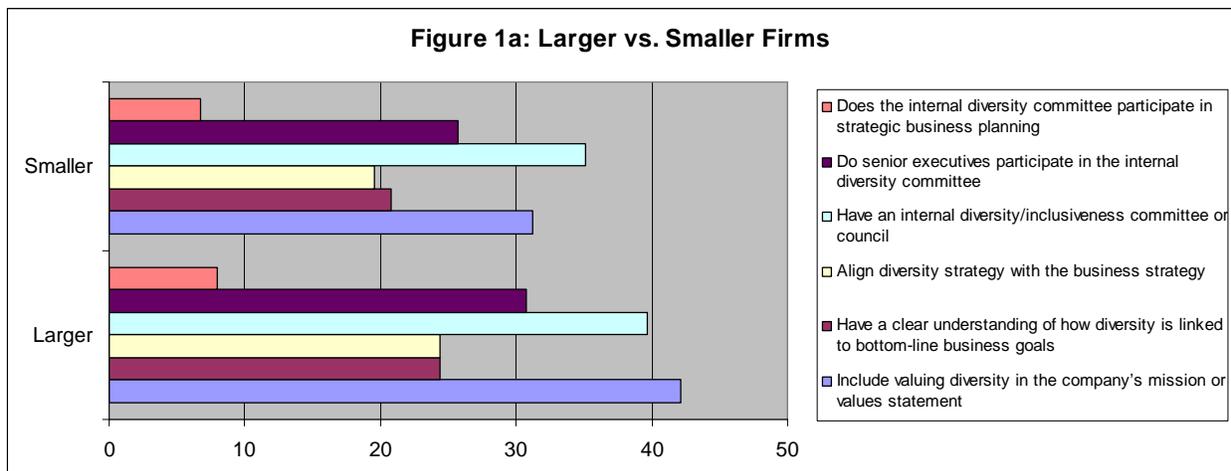
Diversity experts have noted three potential strategic benefits of effectively managing workplace diversity, specifically:

- Greater creativity and improved problem-solving
- Better insight into the needs of a diverse customer/client base
- Enhanced ability to attract the best talent in a diverse labor market<sup>1</sup>

An example of a strategic approach to diversity that links diversity to performance is Syncrude's (Fort McMurray, Alberta) diversity vision. Kjersti Powell of Syncrude articulated the company's understanding of the strategic value of diversity in the following equation: *high job satisfaction = motivation = going above and beyond in times of change and growth = breakthrough business performance*. How many of the Canadian firms in our survey sample had a strategic approach to workplace diversity? On this topic, we asked whether companies:

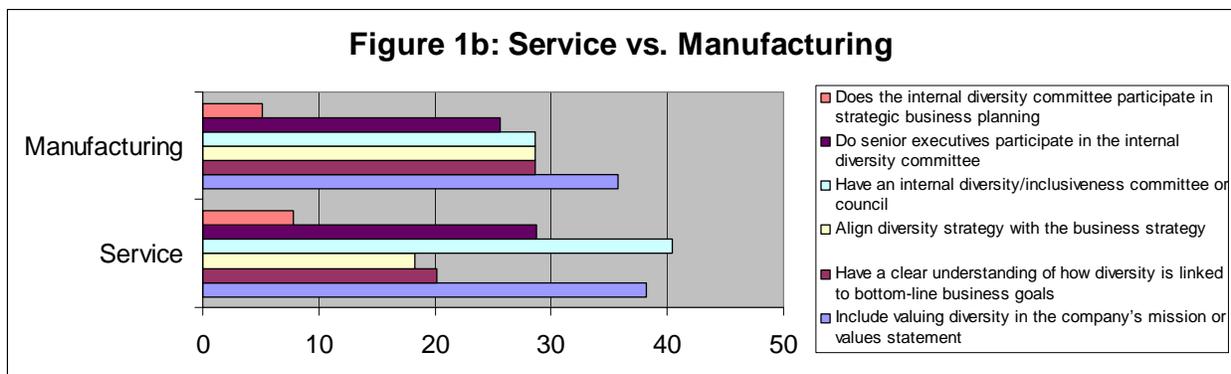
Taking a Strategic View of Diversity	% Yes
Include valuing diversity in the company's mission or values statement	36.6
Have a clear understanding of how diversity is linked to bottom-line business goals	22.6
Align diversity strategy with the business strategy	21.9
Have an internal diversity/inclusiveness committee or council	37.4
Do senior executives participate in the internal diversity committee	28.2
Does the internal diversity committee participate in strategic business planning	7.3

The numbers in the column labeled “% Yes”) indicate the percentage of Human Resource Managers responding positively to each of these questions, indicating that a formal practice existed at their companies. The graph in Figure 1a below compares the responses of 77 smaller and 78 larger firms, those below and above the median in number of employees (which was 675), respectively.

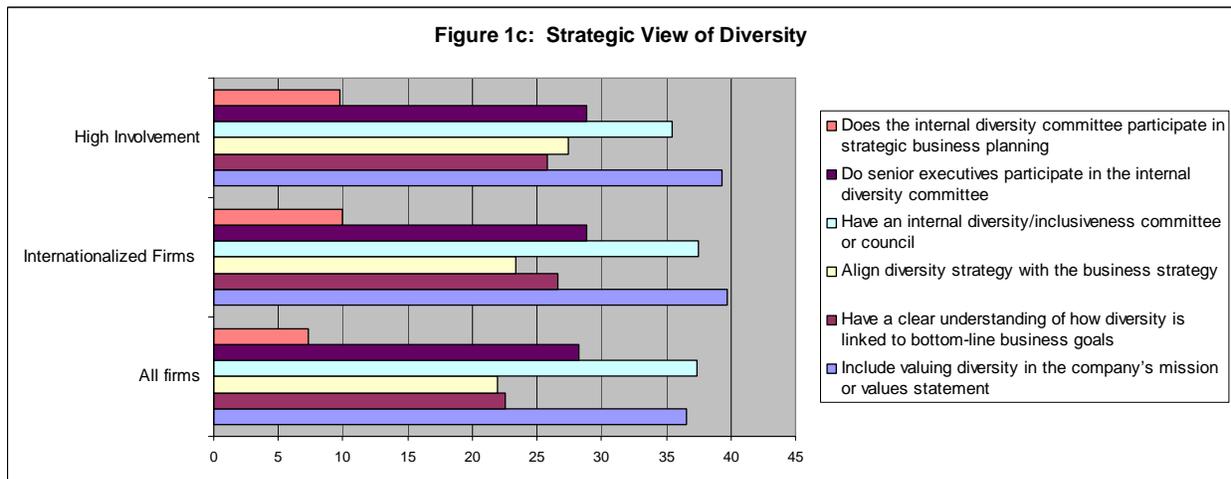


The findings indicate that larger firms are more likely to take a strategic approach to diversity, being more likely to include diversity in the mission statement, to have a diversity council, to have executives participate in the diversity council, to link diversity to the business strategy, and to have a clear understanding of how diversity is linked to bottom-line performance.

Figure 1b compares the 42 manufacturing firms responding to the survey with the 102 responses from service firms. While service firms are more likely to include diversity in the mission statement, to have a diversity council, and to have senior executive participation on the diversity council, manufacturing firms are more likely to have a clear understanding of how diversity is linked to bottom-line goals and to align the diversity strategy with the business strategy.



The graph in Figure 1c below compares all responding companies with the 60 internationalized companies (those with employees in international operations) and the 62 companies using high involvement management systems (with 41-60% or more of their employees involved in self-managing work teams, problem solving or quality groups, project teams or task forces, or employee policy or strategy committees).



Both high involvement firms and internationalized firms are somewhat more likely to take a strategic approach to diversity. Workplace diversity can be useful to internationalized firms because employees from a variety of cultures can provide the firm with specific cultural information regarding how to manage employees in other countries and how to attract customers or clients from a variety of cultures. Workplace diversity can be useful to team-based firms because diverse teams need to be effectively managed in order to reap the potential benefits of improved problem-solving and enhanced creativity.

## Including Diversity in Human Resource Planning

Human resource planning is designed to ensure that the firm has the right talent in the right positions at the right time in order to achieve strategic business goals. Including diversity in human resource planning means that the firm understands how diversity contributes to the business and develops a plan to ensure that a sufficiently diverse staff is in place to create value for the firm.

For example, to create faster upward mobility for women and visible minorities, Xerox examined the backgrounds of top executives to identify the key jobs these managers had held in their careers. Xerox then set goals for getting women and visible minorities assigned to these jobs in order to ensure that a diverse set of candidates would be qualified for the top executive team in the future.<sup>2</sup>

How many Canadian companies include diversity in their human resource planning activities? To answer this question, we asked whether firms:

<b>Including Diversity in Human Resource Planning</b>	<b>% Yes</b>
Have a strategic human resource plan aimed at getting the right talent in the right positions in order to achieve strategic goals	61.3
Include diversity goals in the strategic human resource plan	34.2
Set goals for achieving staff diversity in specific positions	29.9
Require that key project teams are staffed with a diverse group	5.8

The above Table shows the percentage of Human Resource Managers responding positively to each of these questions (% Yes), indicating that a formal practice existed at their companies. Although a majority of companies has a strategic human resource plan, only about a third include diversity goals in these plans.

The graph in Figure 2a below compares human resource planning in smaller (less than 675 employees) and larger firms (more than 675 employees). Larger firms are

somewhat more likely to have a strategic human resource plan and to include diversity in that plan, but are no more likely than small firms to set goals to achieve staffing diversity for key positions or key project teams.

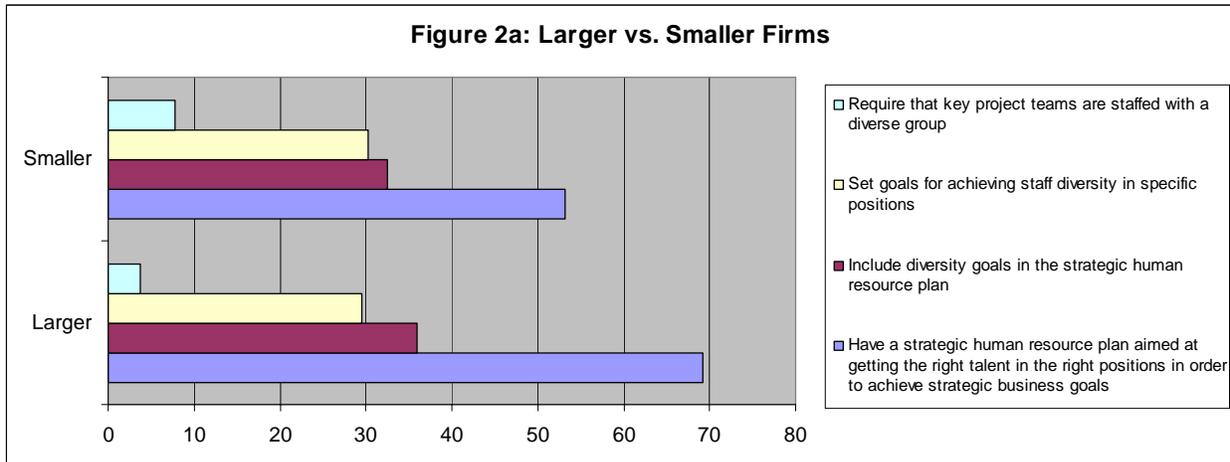


Figure 2b compares manufacturing and service firms. Service firms are more likely to have a strategic human resource plan and to set diversity goals for specific positions. Manufacturing firms are more likely to include diversity goals in the strategic human resource plan, which is consistent with the finding in Figure 1b that manufacturing firms responding to the survey are more likely to have a clear understanding of how diversity contributes to firm performance.

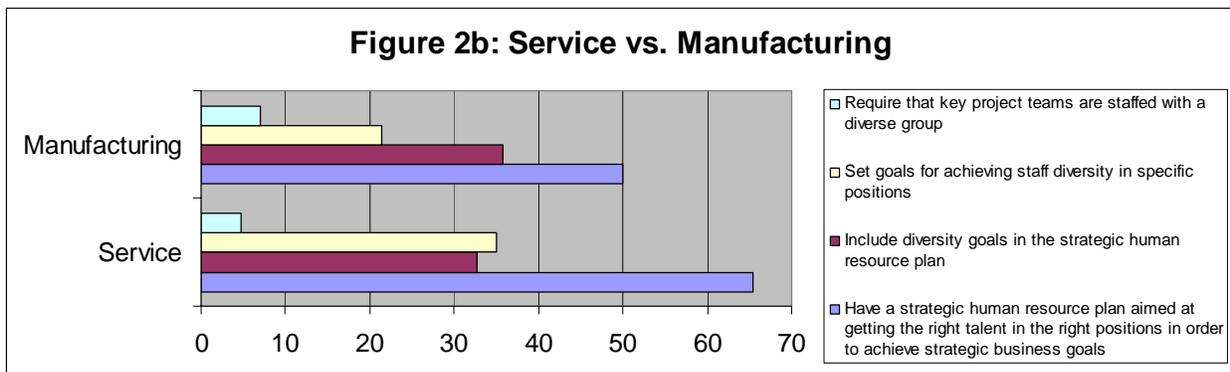
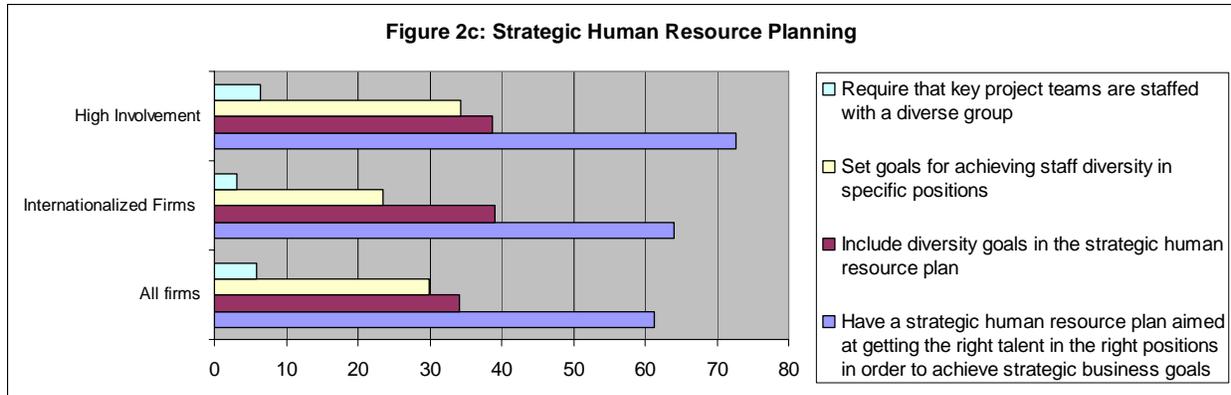


Figure 2c compares the responses of all firms to those of firms with high involvement management practices and internationalized firms. High involvement firms and internationalized firms are somewhat more likely than the sample as a whole to have a strategic human resource plan and to include diversity goals in that plan. These findings indicate that Canadian firms that are internationalized or that use a team approach to employee management are more likely to include diversity in their human resource planning activities. Planning for diversity can be effective for internationalized firms that desire to increase their success with a culturally diverse set of employees, customers or clients.



An excellent example is Western Union Canada’s money transfer business. The firm has built a network of 3,000 “ethnic agents” working in Canada who can make money transfers flow smoothly, and can attract customers because they understand the languages and cultures of their target communities.<sup>3</sup> Planning for diversity can be effective for team-based firms in order to create a culturally-diverse mix in problem-solving and creative teams and to plan for effective management of those teams.

### Recruiting a Diverse Workforce

Recruiting a diverse workforce can entail more extensive outreach to connect with a more culturally-diverse set of potential job applicants than is possible without such efforts. To assess the extent to which Canadian firms are making special efforts to recruit for diversity, we asked whether firms:

Recruiting for Diversity	% Yes
Identify feeder pools likely to generate a diverse set of qualified job candidates	33.3
Support job fairs targeting diverse candidates	34.4
Design recruiting materials aimed at attracting a diverse group	36.8
Utilize a diverse group of recruiters	19.4
Utilize search firms or employment agencies specializing in finding a diverse set of qualified candidates	18.7
Advertise job openings in publications targeting women or visible minorities	25.8

Companies can ensure that recruiting materials, such as brochures and the website, as well as the recruiting process are attractive to a culturally-diverse set of applicants. In addition, special efforts can be made to identify feeder pools likely to generate a diverse set of qualified job candidates. Firms can even help to build a more culturally-diverse feeder pool by providing scholarships to training and

educational programs or by offering apprenticeships or internships to develop new talent. An example of building a more diverse feeder pool is *Innoversity*, sponsored by Diversipro, Inc., and supported by the Canadian Broadcasting Corporation (CBC). *Innoversity's* annual *Creative Summit* provides a showcase for talented artists and journalists from diverse ethnic groups to pitch their ideas to producers and broadcasters from all over Canada (see the website at [www.innoversity.com](http://www.innoversity.com)).<sup>4</sup>

Figure 3a shows comparisons between larger and smaller firms in the percentage of Human Resource Managers responding positively to the questions on recruiting for diversity. Findings indicated that larger firms are considerably more likely to formally incorporate diversity into their recruiting efforts.

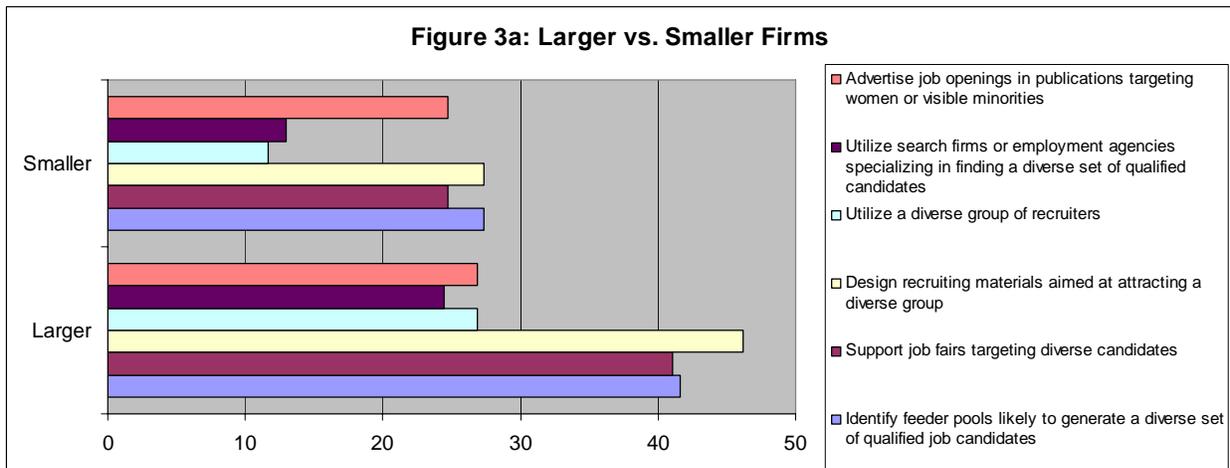


Figure 3b compares manufacturing to service firms. Service firms are more likely to design recruiting materials for diversity, support job fairs targeting diverse candidates, and identify feeder pools likely to generate a diverse set of candidates. Manufacturing firms are more likely to utilize search firms or employment agencies specializing in recruiting for diversity and to utilize a diverse set of recruiters.

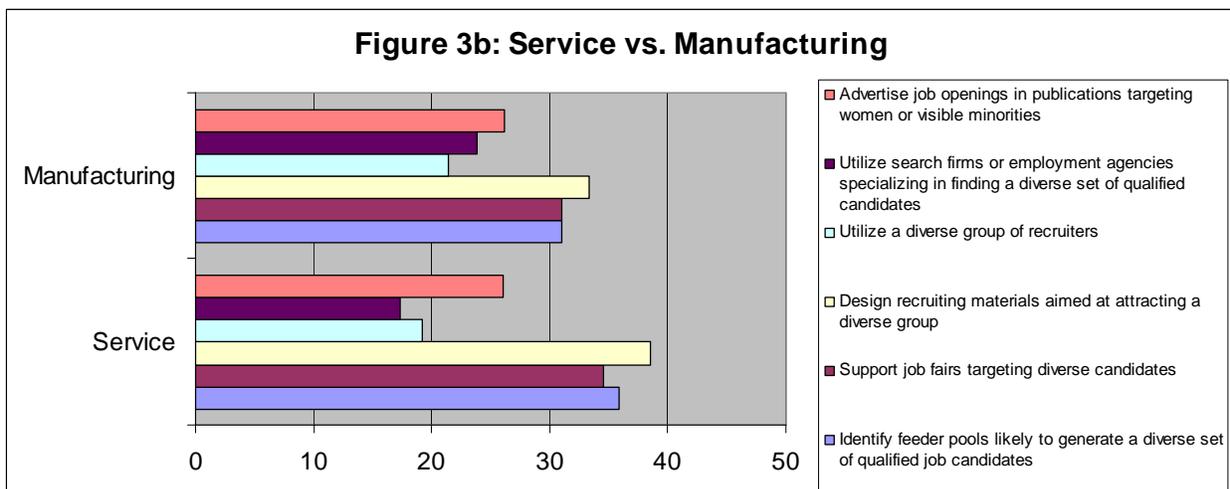
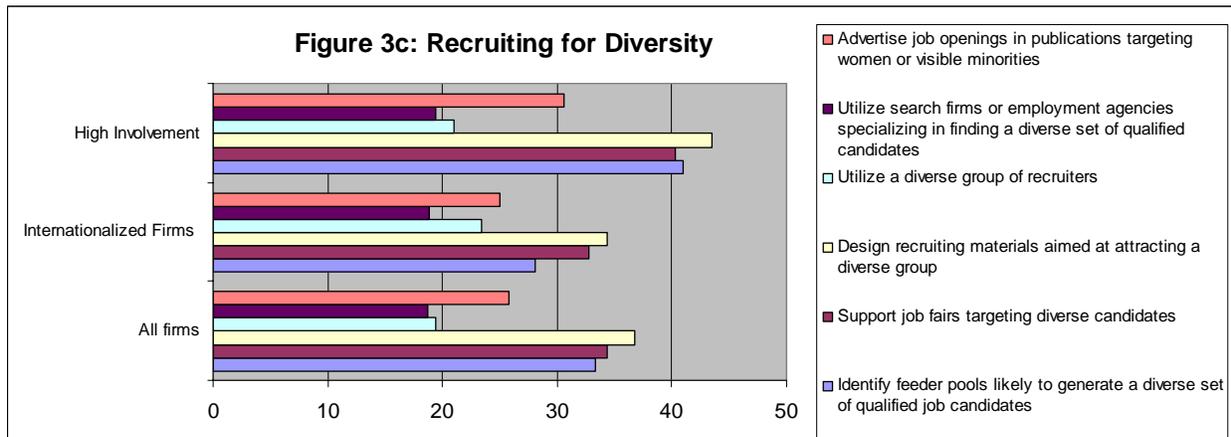


Figure 3c compares all firms to firms that utilize high involvement work practices and firms that are internationalized.



The findings indicate that Canadian firms use a high-involvement or team approach to employee management are more likely to make special recruitment efforts to attract a diverse set of qualified job candidates. Recruiting for diversity can be effective for team-based organizations because diverse teams have the potential to solve problems more effectively and work more creatively if they are managed effectively. George Davidson, CEO and co-founder of RepeatSeat, an unbranded ticketing provider located in Calgary, Alberta, calls his workforce a “mini United Nations,” and says, “Diversity is one of the most compelling things about our office. Everyone really embraces diversity and wants to learn about each other, which creates a vibrant team environment.”

## Selecting a Diverse Workforce

Selecting a diverse workforce requires attention to process fairness. A large body of research shows, for example, that visible minorities are likely to receive poorer evaluations in job interviews unless a structured interview process is in place.<sup>5</sup> Selection testing that requires job applicants to pay a fee can limit access to historically marginalized groups, such as Aboriginal groups in Canada. Selection tests that are easier for members of the dominant culture to pass or qualifications that are easier for members of the dominant culture to obtain can also constitute barriers to entry for a diverse workforce.

A focus on an international customer base, however, can change selection priorities. For example, at Western Union Canada, the question “Do you have Canadian experience?” is taking a backseat to the question “Do you have global experience?” Highly qualified employees who were once rejected because of their lack of Canadian experience are now finding the perfect niche at Western Union and other companies that need an internationalized workforce to meet their business goals.<sup>6</sup>

To assess what Canadian firms are doing to select a diverse workforce, we asked whether firms:

Selecting a Diverse Workforce	% Yes
Inform line managers of the diversity goals for their units	24.5
Utilize a structured interviewing process	69.0
Identify ways that candidates can demonstrate job qualifications beyond traditional experiences	29.9
Require hiring managers to interview a diverse group of candidates	17.1
Use a diverse team to interview candidates	29.2

Fully 69% of firms use a structured interviewing process to select job candidates, but less than a third identify ways that candidates can demonstrate job qualifications beyond traditional experiences or use a diverse team to interview candidates. About a quarter of firms inform line managers of the diversity goals for their units, and less than a fifth require hiring manager to interview a diverse set of candidates.

Figure 4a shows the percentage of Human Resource Managers in smaller versus larger companies responding positively to each of these questions. Larger firms are more likely to use a structured interview process, to use a diverse team to interview candidates, and to require hiring managers to interview a diverse set of candidates. Smaller firms are more likely to identify ways candidates can demonstrate job qualifications beyond traditional experiences. Small and large firms are equally likely to inform line managers of the diversity goals for their unit.

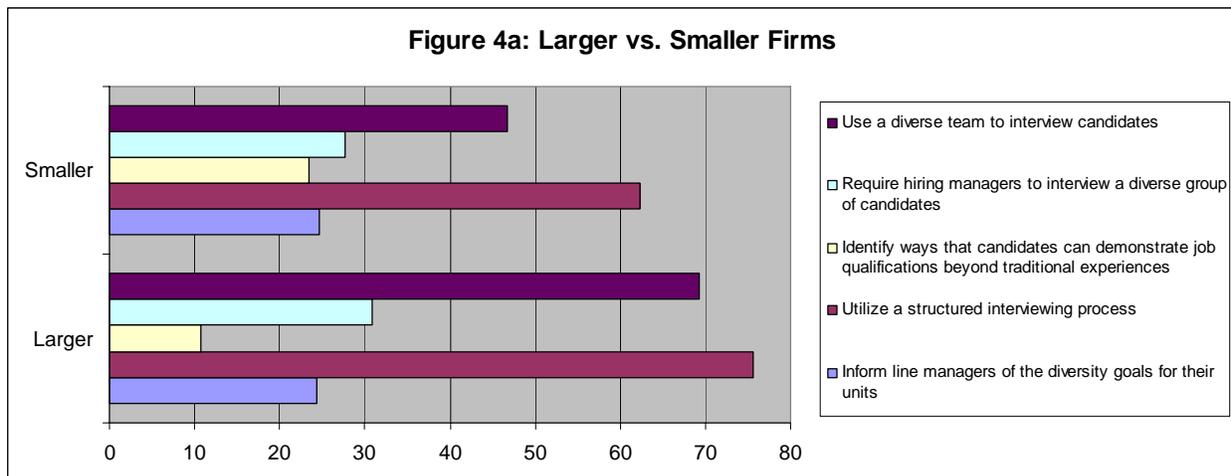
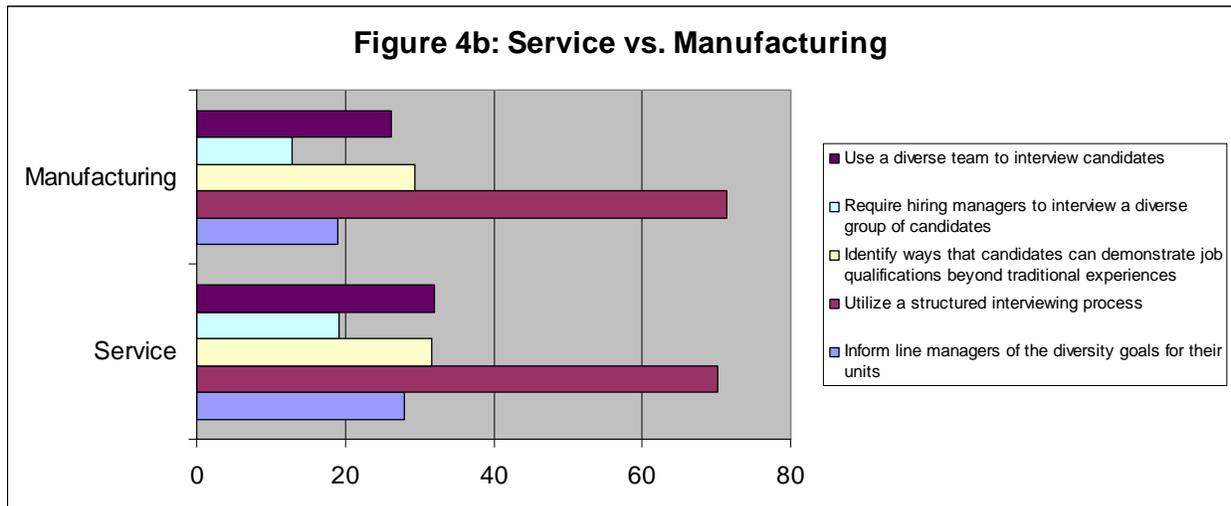
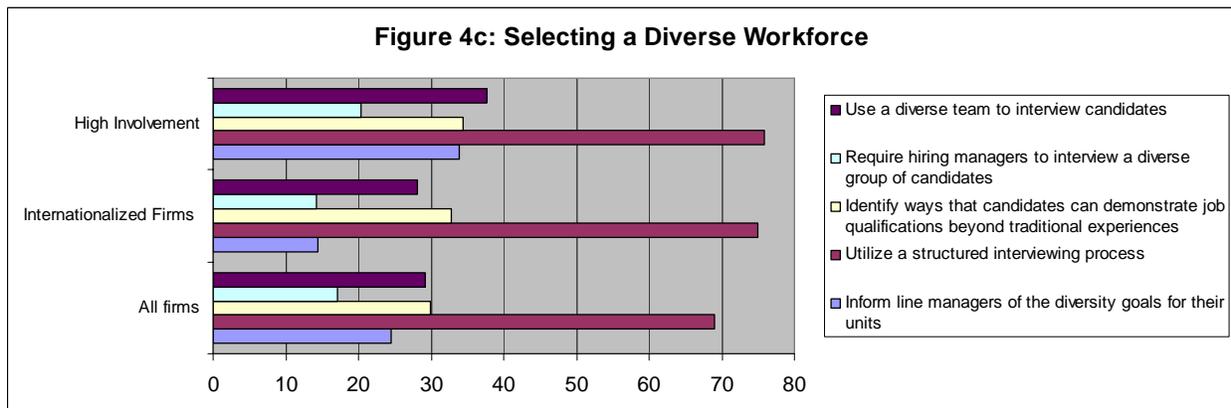


Figure 4b compares manufacturing and service firms.



Service firms are more likely to use a diverse team to interview job candidates, to require hiring managers to interview a diverse group of candidates, and to inform line managers of the diversity goals for their units. Manufacturing firms are slightly more likely to use a structured interviewing process.

Figure 4c compares the responses of all firms to those of team-based firms and internationalized firms.



The findings indicate that Canadian firms that use a team approach to employee management are more likely to use inclusive selection processes that limit barriers of entry for a diverse workforce. Internationalized firms are more likely than all firms to use structured interviewing techniques and to identify non-traditional ways that candidates can demonstrate job qualifications, but are less likely than all firms to requiring hiring managers to interview a diverse set of candidates or to inform line managers of the diversity goals for their units.

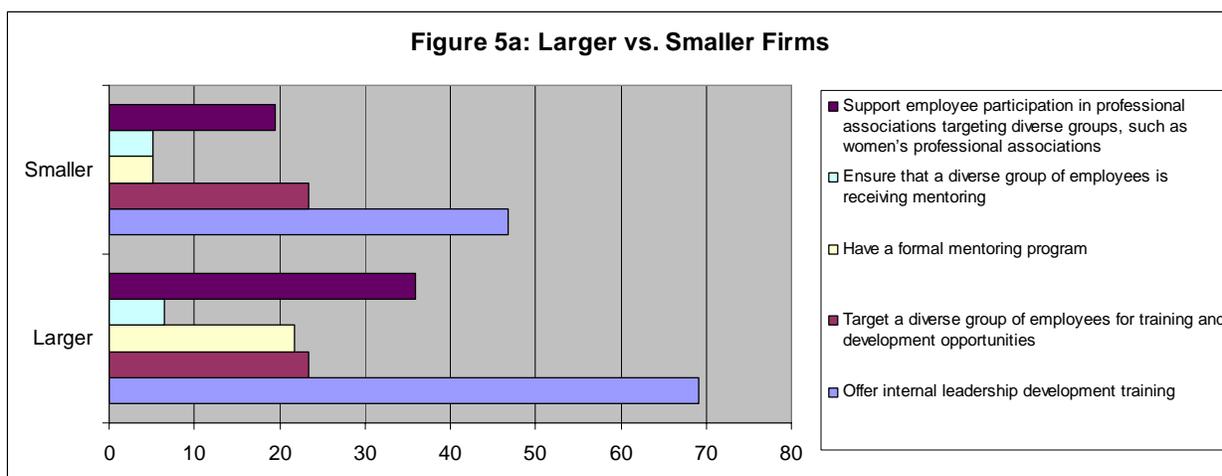
## Training & Developing a Diverse Staff

Internal training and development opportunities can be critical for career advancement among diverse workforce. Research shows that women and visible minorities are more likely to be chosen for management positions if they are promoted from within than if they apply for the position from outside the firm.<sup>7</sup> Hence, training and developing an internal feeder pool is critical task for diversifying the management ranks of the organization. Indeed, research shows that women and visible minorities are more likely to be promoted in firms providing more training and development opportunities.<sup>8</sup>

What are Canadian organizations doing to develop a diverse workforce? To answer this question, we asked whether firms:

Developing a Diverse Workforce	% Yes
Offer internal leadership development training	58.1
Target a diverse group of employees for training and development opportunities	23.4
Have a formal mentoring program	13.5
Ensure that a diverse group of employees is receiving mentoring	5.8
Support employee participation in professional associations targeting diverse groups, such as women's professional associations	27.7

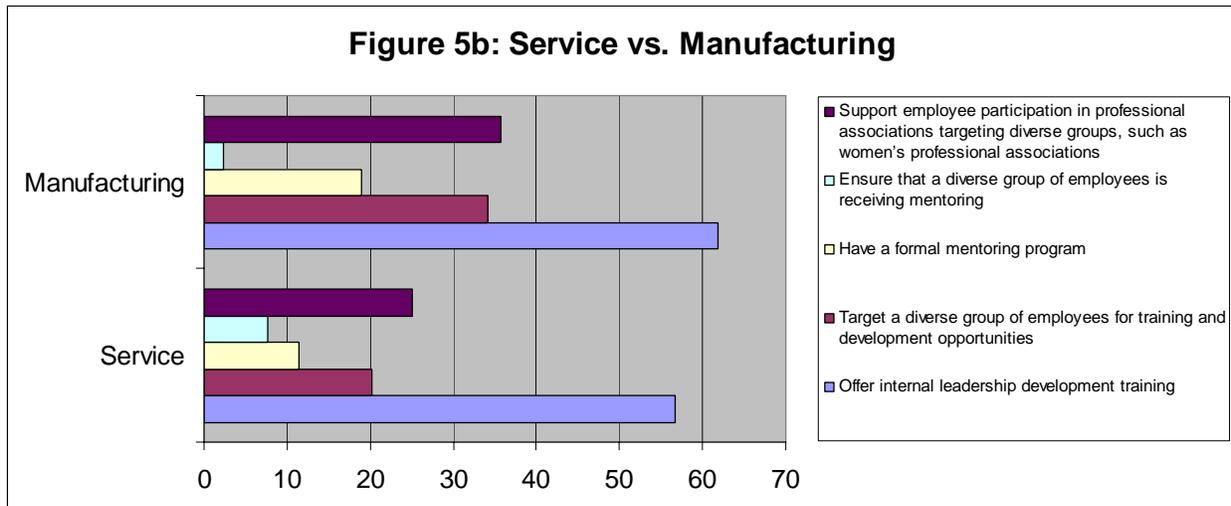
Figure 5a shows the percentage of Human Resource Managers responding positively to each of these questions in smaller compared to larger firms.



Larger firms are more likely to offer internal leadership development training, to have a formal mentoring program, and to support employee participation in professional

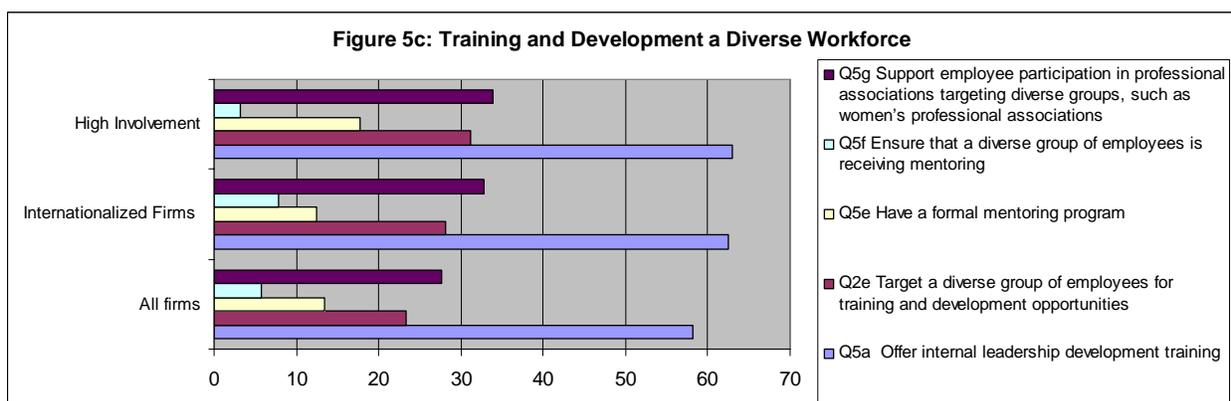
associations targeting diverse groups. Small and large employers are about equally likely to ensure that a diverse group of employees is receiving mentoring and to target a diverse group of employees for training and development opportunities.

Figure 5b shows a comparison between service and manufacturing firms.



Manufacturing firms are more likely to offer internal leadership development training, to target a diverse set of employees for training opportunities, to support employee participation in professional associations targeting diverse groups, and to have a formal mentoring program. Service firms are more likely to ensure that a diverse group of employees is receiving mentoring.

Figure 5c compares all firms to firms using high involvement or team-based management and to internationalized firms.



For the most part, the findings indicate that Canadian firms that are internationalized or that use a team approach to employee management are more likely to use inclusive development processes that advance career opportunities for a diverse workforce. An example of an internationalized firm that also values teams is IBM

Canada, as well as IBM corporate. In addition to its extensive training programs for all employees, IBM created a set of targeted Leadership Development Institutes for several demographic groups, including women, Blacks, Hispanics, Asians, employees with disabilities, and lesbian/gay/bisexual/transgendered (LGBT) employees (the men could have had a targeted leadership development institute, but the men’s employee group didn’t see a need). The targeted Leadership Development Institutes provide training with instructors who are comfortable with and knowledgeable about the work experiences of the specifically targeted group. The content of the training is similar to other leadership development programs but adds a significantly component to help targeted groups use the factors that make them diverse from the IBM mainstream to enhance their careers and create value for the company.<sup>9</sup>

### Monitoring the Effectiveness of Staffing for Diversity

Consistent with the business cliché, “what gets measured, gets done,” diversity initiatives require monitoring if firms wish to track their progress. We asked whether firms were doing the following:

Monitoring Workforce Diversity	% Yes
Track applicant diversity	25.8
Track the diversity of candidates invited for interviews	16.8
Track the diversity of new hires	54.8
Track the diversity of employees receiving promotions	47.7
Track turnover rates by demographic group	37.3

Firms covered by Canada’s Employment Equity Act are required to provide these statistics each year to the Federal Government. Other firms may choose to collect such data in order to determine whether a diverse workforce is flowing smoothly through the career pipeline or whether that pipeline is clogged at certain points.

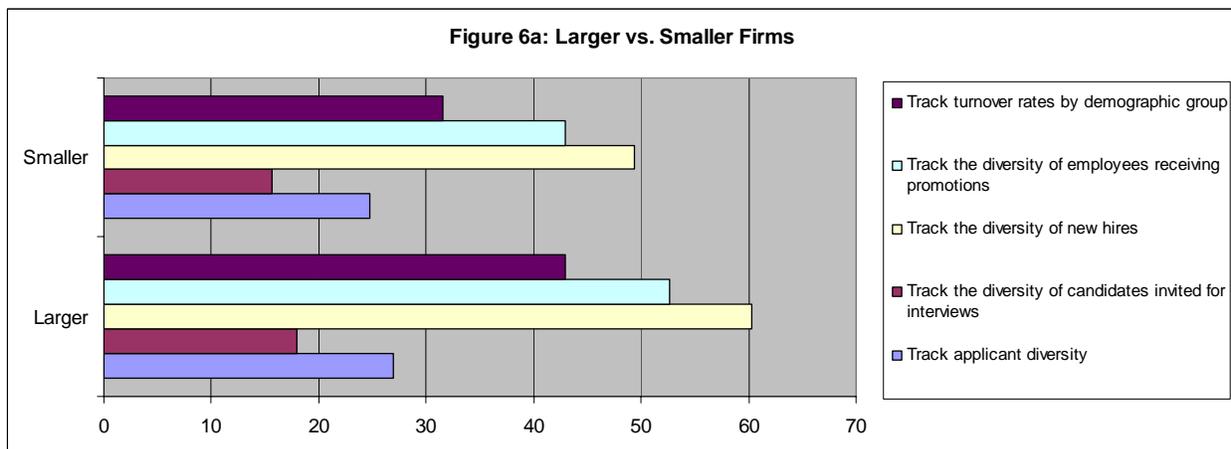


Figure 6a shows a comparison between larger and smaller firms. Larger firms are more likely than smaller ones to track workforce diversity at each phase of the employment relationship from job applications, to invitations for interviews, to new hires, to promotions, to turnover.

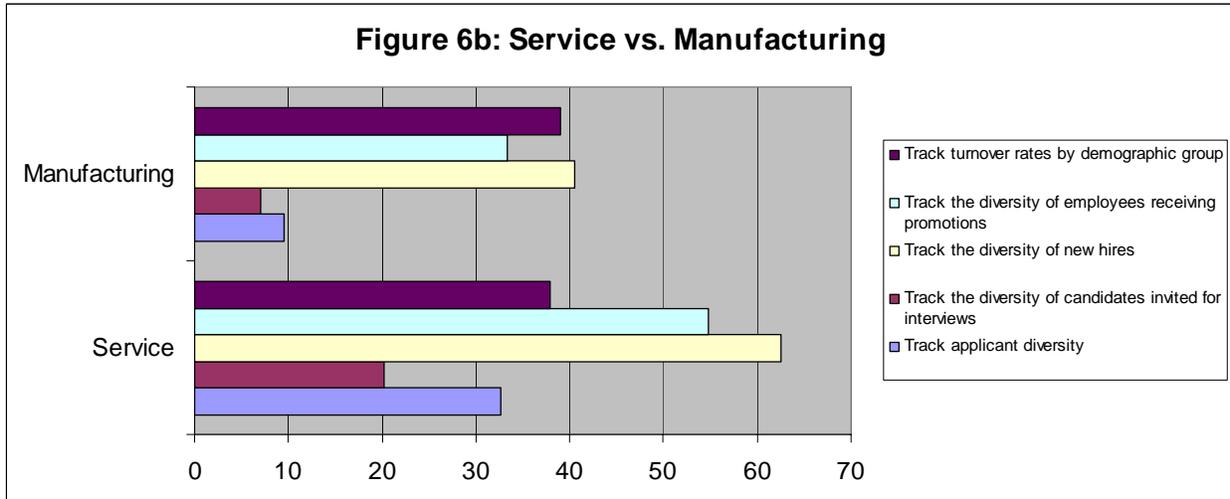
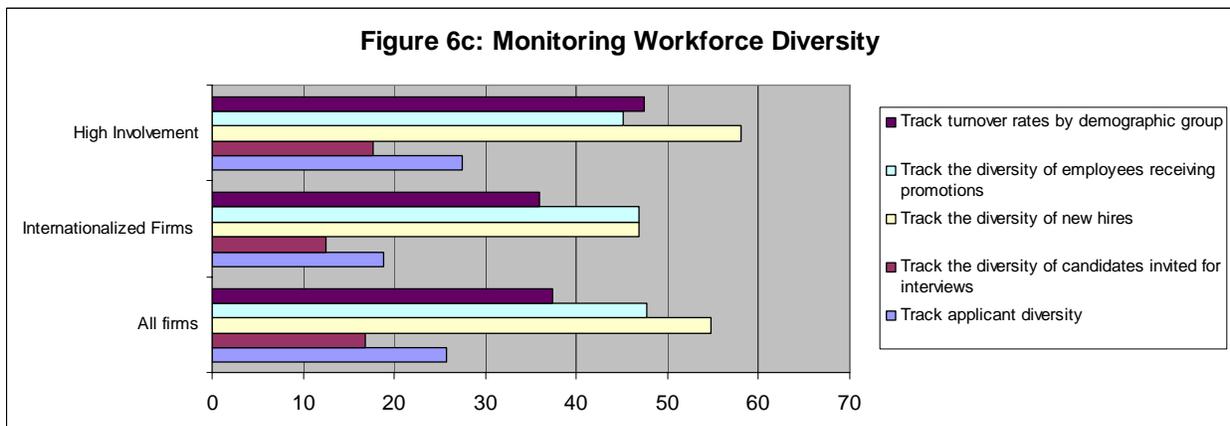


Figure 6b compares service and manufacturing firms. Overall, service firms are more likely to track workforce diversity statistics than manufacturing firms are.

Figure 6c compares the responses of all firms to those of firms using high involvement or team-based management systems and internationalized firms. The findings indicate that Canadian firms that use a high-involvement or team approach to employee management are more likely to track the career development of a diverse workforce.



## Providing Work-Life Flexibility

Work-life flexibility is important for workforce diversity because flexible organizational structures help to make the workplace inclusive for employees with a wide variety of family situations. Traditional full-time jobs are often structured in a way that favors employees without children or elder care responsibilities. These jobs also favor employees whose spouses take primary responsibility for care-giving responsibilities in their families. Primary care-giving parents (overwhelmingly women), single parents, parents of a child with a disability, and employees whose parents require substantial care require flexible work arrangements to allow them to combine care-giving with their careers.

Firms can offer a variety of flexibility benefits to employees, and research has linked work-life flexibility benefits to increased productivity and profitability.<sup>10</sup> A leading example is Royal Bank, which offers employees reduced hours, job sharing, flex-time, a modified work week (e.g., compressed four-day week), flexiplace (working off-site, either from home or a satellite office), and phased retirement. A key component of Royal Bank's work-life flexibility program is the requirement that accommodations made to the employee benefit both the employee and the firm. Employees requesting an accommodation must complete a form explaining exactly how their job duties will be covered, how contingencies will be handled, and how providing an accommodation will add value for the firm. For example, an employee requesting a job sharing arrangement might argue that their responsibilities will be better covered and their clients will receive the benefit of two expert advisors rather than only one.

We asked whether firms offered the following work-life flexibility benefits:

<b>Providing Work-Life Flexibility</b>	<b>% Yes</b>
Flexible work scheduling	43.2
Work at home option	18.7
Job sharing	25.2
Reduced work hours	34.8
Modified work week, such as a compressed work week (fewer than 5 days)	40.6
Part-time employment for professional/technical/managerial staff	30.3
Dependent care resource and referral service	33.5
On-site or company-supported dependent care center	4.5

Figure 7a compares the work-life flexibility benefits offered by smaller and larger firms. The findings indicate that larger firms are able to offer employees more work-life flexibility benefits, although a number of smaller firms offer these benefits as well.

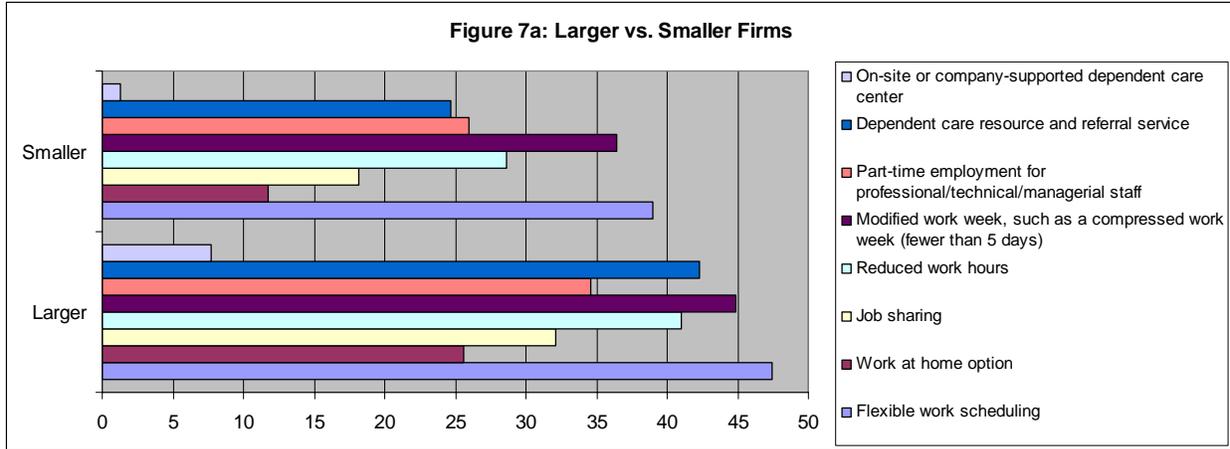
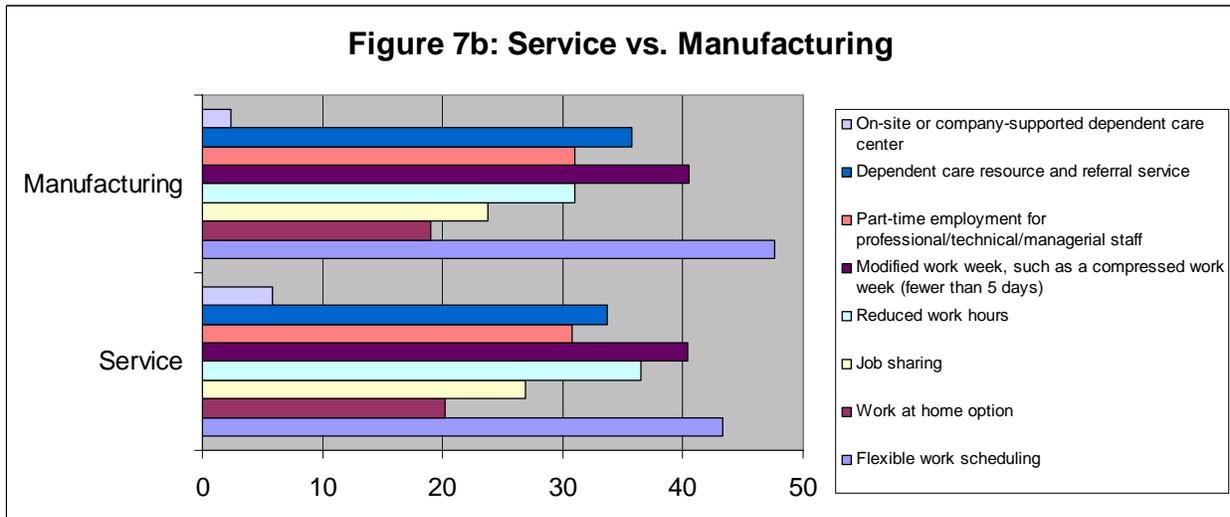
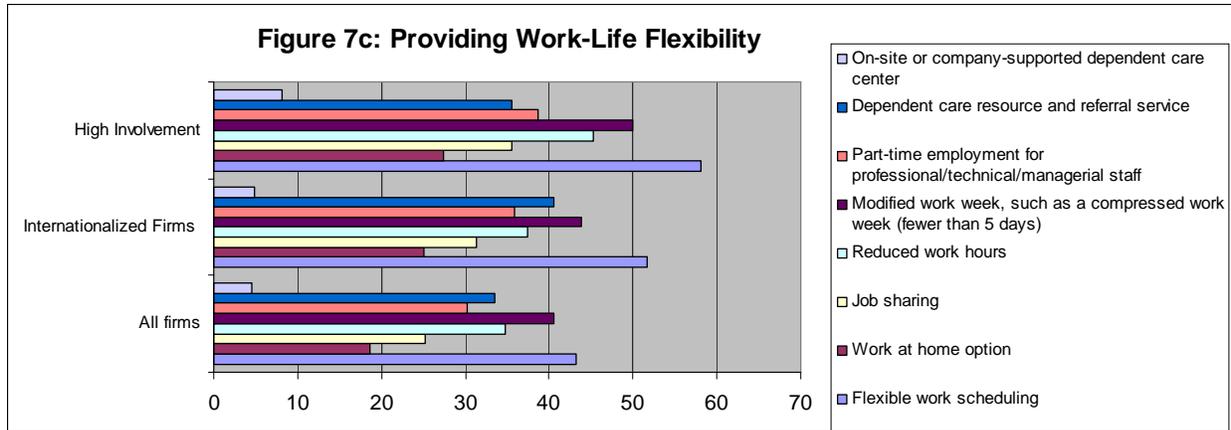


Figure 7b compares manufacturing and service firms.



Manufacturing firms are more likely to offer flexible work scheduling, and a dependent care resource and referral service. Service firms are more likely to offer reduced work hours, job sharing, and a work at home option. Manufacturing and service firms are equally likely to offer part-time employment for professional and managerial staff.

Figure 7c compares all firms with those that use teams or are internationalized. The findings indicate that Canadian firms that are internationalized or that use a team approach to employee management are more likely to offer work-life flexibility benefits to their diverse employees.



## Senior Executive Support for Diversity

Support from senior executives is critical to the effective management of workplace diversity.<sup>11</sup> We asked both HRM executives and CEOs how much senior executives supported diversity at their companies. The questions asked how many senior executives at their company:

- a) Actively support diversity and inclusiveness
- b) Support work-life balance for employees
- c) Work to ensure that the company's top management team is demographically diverse
- d) Frequently communicate their support for diversity and inclusiveness
- e) Hold their direct reports accountable for supporting diversity and inclusiveness
- f) Hold their direct reports accountable for developing a diverse internal talent pool
- g) Hold their direct reports accountable for building a welcoming climate for a demographically diverse group of employees
- h) Reward their direct reports for leading diversity effectively
- i) Mentor a demographically diverse set of protégés or otherwise support the career development of a demographically diverse set of employees

Respondents could respond on a scale of 0 to 4, where 0 indicates "none" of the senior executives in the company, 1 indicates "one" senior executive, 2 indicates "a few" senior executives, 3 indicates "about half" of the senior executives, and 4 indicates "most or all" of the senior executives in the company.

Findings shown in Figure 8 indicate that HRM executives perceived less support for diversity than CEOs did. For example, HRM executives reported on average that about half of their senior executives actively support diversity and support work-life balance for employees (averages closer to 3), while CEOs were more likely to say that most or all of their senior executives did so (averages close to 3.5). CEOs reported on average that about half of their senior executives hold their direct reports

accountable for providing a positive working climate, communicate support for diversity, work toward top management team diversity, hold direct reports accountable for supporting diversity, and hold their direct reports accountable for building a diverse talent pool (averages closer to 3), while HRM executives reported on average that only “a few” senior executives did so (averages closer to 2). On average, CEOs reported that “a few” senior executives mentor a diverse set of protégés and reward their direct reports for leading diversity effectively (averages closer to 2), while HRM managers believed on average that only “one” senior executive did so at their firms (averages closer to 1).

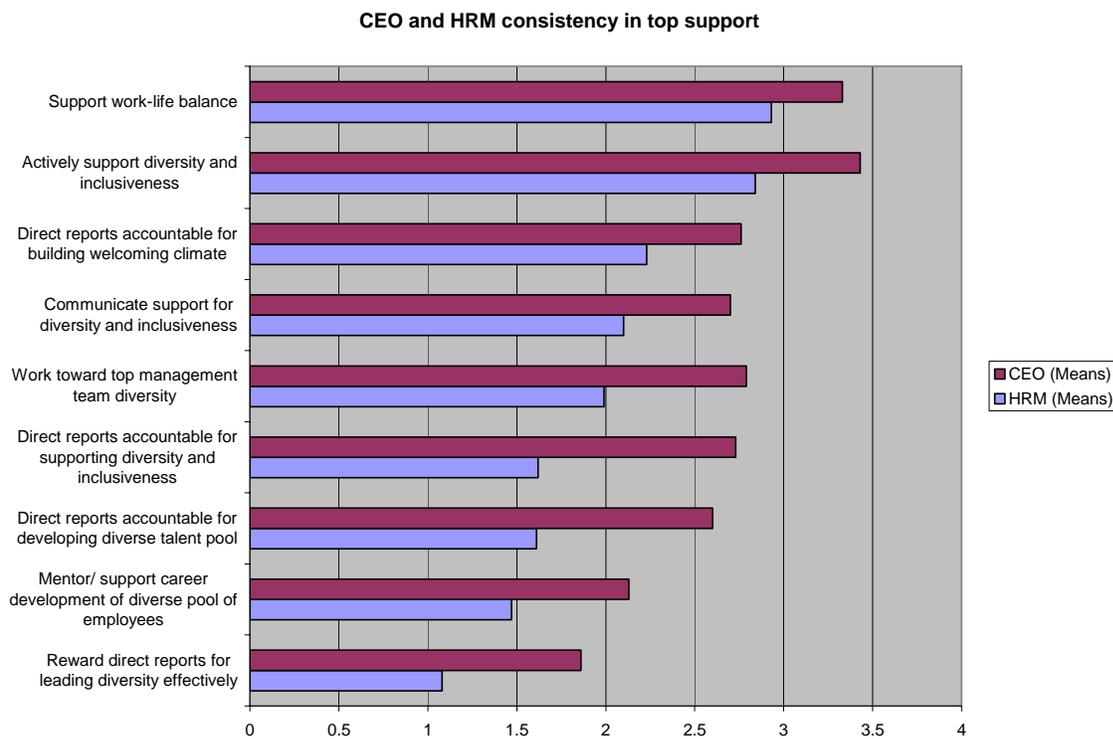


Figure 8

There are a number of reasons why the views of CEOs and HRM executives might differ on this issue. First, HRM executives might be more aware of diversity management practices than CEOs, with the result that their expectations of top management support are higher. In other words, HRM managers might require senior executives to do more in order to demonstrate that they are showing “active support” for diversity. Alternatively, CEOs might be more knowledgeable of the actions of their senior executive team, with the result that they observe their senior executives supporting diversity more frequently than HRM executives do. Hence, it is unclear which set of responses more accurately reflect the Canadian diversity landscape.

## Summary & Conclusions

In March, 2005, Statistics Canada released their population projections for 2017, which predicted that by that date, roughly one in five Canadians would be visible minorities. According to these forecasts, Toronto in 2017 will consist of 51% visible minority persons, Vancouver will be 49% minorities, and Montreal will contain 19% visible minorities. Much of the projected growth will be the result of immigration, with substantial implications for the cultural diversity of the future Canadian labor force.<sup>12</sup>

Are Canadian companies ready for these changes? The responses to the Ivey Strategic Diversity and Inclusiveness Survey suggest that only a minority of Canadian firms is prepared for the new, more diverse Canadian workforce. For instance, considerably fewer than half of the companies responding to the survey include diversity in their mission or values statement, include diversity in their strategic human resource planning, or have a diversity council in place. Less than a quarter of companies have a clear understanding of how diversity can contribute to the performance goals of the firm. Hence, these companies are considerably ahead of their peers in developing a strategic view of diversity and helping line managers to understand diversity as an integral part of managing for high performance.

A little over a third of companies design their recruiting materials with diversity in mind, and only a third seek candidates from feeder pools likely to generate a diverse set of candidates. As such, these companies are likely to be ahead of their competitors in the ability to attract the top talent among the increasingly diverse cohorts of new entrants to the Canadian labor force.

Canadian senior executives seem to have a good understanding of the importance of diversity, and are likely to communicate the importance of diversity and work-life balance to their constituencies. However, senior executives are not as active when it comes to personally mentoring a diverse set of protégés or rewarding their direct reports for building a diverse talent pool or managing diversity effectively. Also, Human Resource Managers have less optimistic views about senior managers' support for diversity than CEOs do. Hence, opportunities exist for senior managers who wish to move their firms ahead in the competition for the next generation of talent. By developing a diverse internal pipeline to build the diverse top management teams of the future, senior executives can move their companies to the forefront of the Canadian business community in the area of diversity and inclusiveness.

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