



**Reviewing Recruitment, Retention & Advancement
Opportunities for Racialized Women in the Philanthropic
Sector Across the Greater Toronto and Hamilton Area (GTHA)**

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FOREWORD

In the Spring of 2015 I was accepted into the AFP Foundation for Philanthropy Canada's Fellowship in Inclusion and Philanthropy program¹ and was tasked with choosing a project focus as a requirement of the fellowship. I decided to use the fellowship and project requirement as a platform to explore an issue I felt very passionately about- the representation of women of color in non-profit leadership roles.

Up until that point in my career I had worked in the non-profit and social services sector in the Greater Toronto and Hamilton Area (GTHA) for several years, working primarily in roles that required that I work with, support or speak on behalf of very marginalized groups including female survivors of gender-based and sexual violence, refugees and immigrants. The communities I worked with were reflective of individuals requiring some level of support and who experienced multiple forms of discrimination while accessing support services. The majority of these individuals belonged to communities of colour, poor communities, Aboriginal communities or communities with decades of experience interfacing with social or government services of some kind. Many frontline workers (my peers) combined both a passion for supporting these communities with their experience of coming from the communities served, and were able to forge relationships based on respect, a level of understanding, empathy and a desire to be community changemakers.

These communities were being served almost exclusively by non-profit and social service organizations that had explicit vision statements of supporting 'an inclusive community' or seeking 'social equity for all', and held explicit values of accessibility and inclusion, and 'sensitivity to cultural and social diversity', all of which would function to tell community members and the public at large that they would be treated without discrimination. As a non-profit professional working with organizations holding these same values, I expected this ethos of diversity, equity and inclusion to be extended to staff. However, the longer I worked in the sector and with each new role I took on, I was disappointed to discover that it did not translate into inclusive representation of women of colour in top leadership roles, board membership or managing director roles of these same or similar mission-driven organizations.

In sharing this observation with non-profit peers who self-identify as immigrant women of colour, or racialized²women, I found that this sentiment was common and the frustration experienced, shared. Out of this frustration, came the realization that working in silos had increased our sense of isolation, and that what we needed was an outlet that would facilitate a space for sharing our frustrations and needs with one another. After some deliberation, we started a support group built around safety and confidentiality, and met monthly to share our frustration around experiences of discrimination and racism, provided support and guidance, and most importantly, shared strategies with each other around how to cope within these work environments.

After several months of meeting, the following shared benefits of participating in the group were identified:

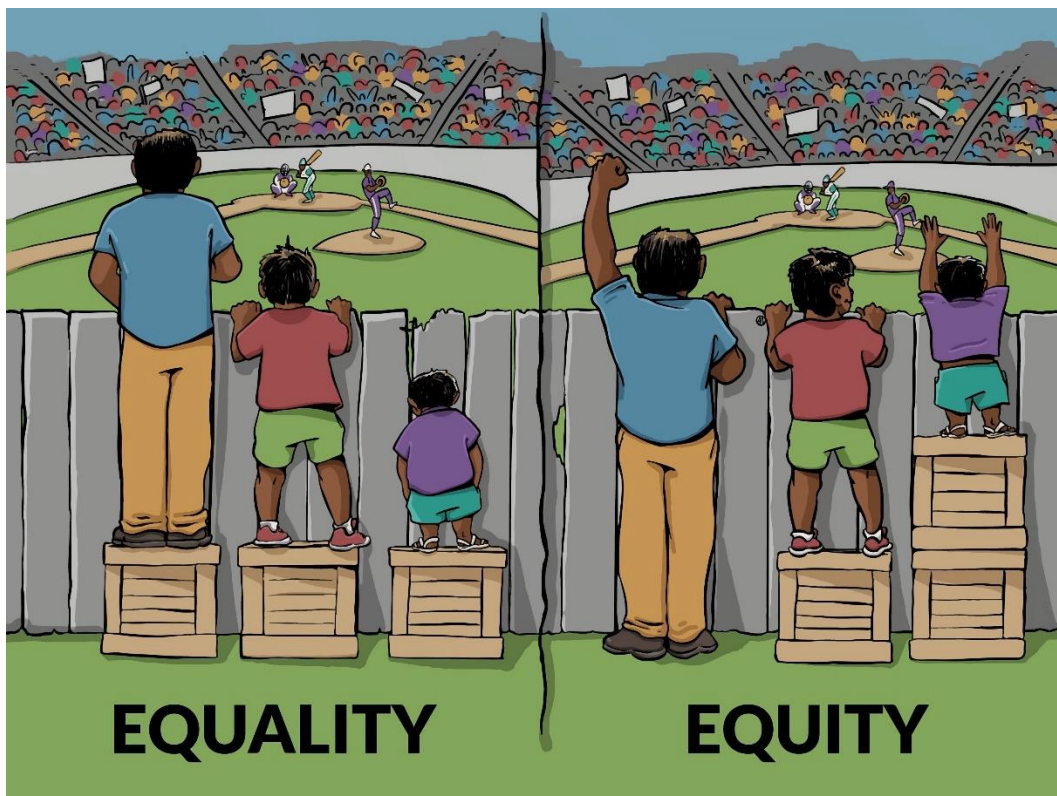
1. Feeling less isolated and identifying experiences as systemic rather than individual or isolated occurrences.
2. Having a network of women with shared lived experiences to share openly with about individual experiences of racism and discrimination was critical as well as having access to guidance, suggestions and strategies for how to cope and who to connect with further outside of the group.
3. Developed opportunities to build collaborative partnerships on shared projects or ideas.

¹ <http://www.afpinclusivegiving.ca/>

² Please see terms of reference for insight into the definition and choice for using this word

4. Connecting with women who have shared values and passion for supporting others and providing a service in the non-profit sector was inspiring and motivating.

The Fellowship program ran simultaneous to these support group meetings and as a result, I leveraged the project component to propose the topic of exploring further the issue of discrimination, racism and representation of racialized women in leadership roles within the non-profit sector, and, assessing whether the recommendations for change in the sector that we identified were shared more widely. With limited resources to undertake research on the entire sector, I decided to research one segment of the non-profit sector and across one geographical area as a 'pilot project' of sorts: the philanthropic sector in the Greater Toronto and Hamilton Area (GTHA).



At the outset I should acknowledge that my analysis is grounded in an equity-based, intersectional framework. I believe that the sector needs to move beyond a conversation around diversity and instead advocate for equitable treatment, and equitable hiring practices. However, this paper mostly favours 'diversity' because the AFP fellowship focused primarily on diversity and inclusion practices and policies. Additionally, it favours 'diversity' because 'equity' requires a greater, progressive and intentional commitment/practice and achieving even basic diversity and inclusion standards in the workplace isn't being accomplished in many organizations, neither recruiting intentionally for diversity, nor monitoring the same in mid-level and senior leadership roles in the non-profit sector. Please note that a terms of reference is included as *Appendix #1*.

METHODOLOGY

For the purposes of this project, I conducted research in three stages as follows:

1. Literature review
 - a. I conducted extensive online research to find publicly available reports and information pertaining to diversity, equity and inclusion. All research referenced in the report are included as footnotes.
2. Online Survey
 - a. I conducted an online survey using SurveyMonkey, and disseminated the survey across professional and personal networks, and included the participation of a range of participants in different areas of grantmaking. There was a total of 60 respondents, however, during data review, only 29 fit the criteria of identifying as racialized women working or having recently worked in a grantmaking or philanthropic organization
3. Individual interviews
 - a. I conducted 2 in-person and 3 phone interviews with 5 survey respondents who identified wanting to explore further and more specifically their experiences of discrimination and their D&I recommendations for the sector

For this project, I wanted to specifically highlight the experiences of women whose voices are often ignored or whose perspective around their experience of discrimination is often downplayed or trivialized by others without the same lived experience; who when they do advocate for themselves, are characterized as aggressive, or reading too much into 'simple situations'. I was inspired by ABFE's, *The Exit Interview: Perceptions on why Black professionals leave grantmaking institutions*, and therefore targeted the survey to women who identify with a marginalized community, disseminating it across personal and professional networks through colleagues with access to these women.

Between January and March 2016 I piloted a survey using SurveyMonkey with two test groups comprised of 7-10 AFP fellows in each group. The feedback from the test groups strengthened the final survey with useful suggestions for inclusions based on shared knowledge of the nonprofit and philanthropic sector.

In April 2016 I launched the survey on SurveyMonkey and left it open for three weeks. The survey was completely anonymous and was comprised of both identity-based questions, and questions related to individual experiences in the workplace. Before completing the survey, respondents were asked to recommend women I could send the survey to, and opt in to be interviewed over the phone or in person subsequent to the survey to further nuance the survey data. The interviews were designed to uncover the personal experiences of each respondent and to gauge their suggestions for what needs to be improved or changed. The conversations were organized around the following questions:

1. What are some worrying and encouraging trends you've seen related to hiring racialized women in grantmaking institutions (entering the field, retention, advancement, and leaving the field, etc.)?
2. How do you see different women experiencing this (young professionals for example?)
3. Do you believe there are real opportunities for meaningful leadership roles for racialized women in philanthropy?

4. Survey respondents and other interview participants have talked about experiences of subtle racism/discrimination (the most common form experienced in workplaces); can you describe any of your own experiences with subtle racism in this sector if it applies?
5. What has helped you attain leadership roles in grantmaking/philanthropy?

This report is intended to contribute to a body of knowledge around equity, diversity and inclusion, but my hope is that it stands out as a unique addition because it foregrounds the voices of women of colour/racialized women, and provides a snapshot into the philanthropic sector as it is experienced by these women, in this particular point in time. I certainly hope that this report encourages further research into equity, diversity and inclusion in the non-profit sector as a whole.

SURVEY SUMMARY

ORGANIZATION-FOCUSED RESPONSES

The 29 survey respondents varied widely by job function, tenure in the field, and organizational focus. In response to the question around their tenure in the grantmaking sector, one-third of respondents had less than 5 years of experience, over 50% between 5-10 years, and 13% between 10-20 years of experience. Forty-seven percent of respondents had been in their current role for under 2 years, 33% between 2-5 years and 17% between 5-10 years.

In asking about their primary job function, 40% cited it to be Development/Fundraising, 37% Programs, 17% Administration and 6% External Relations. Thirty-three percent of respondents held Officer or Coordinator roles, 33% Manager roles, and 30% Director roles with the majority of respondents (72%) working as permanent staff and 10% as contract, full-time staff.

Seventeen percent of respondents worked in Private Foundations, while 83% worked in Public Foundations, with the majority of these respondents (63%) stating they work in Community Foundations and 20% in Grantseeking organizations (hospitals, universities or colleges). When asked to describe the primary focus of their organization respondents shared:

Answer Options	Response Percent
Advocacy/Policy	10.0%
Sports, Arts or Culture	6.7%
Community Development	26.7%
Economic Development	16.7%
Education	16.7%
Health/Medicine	36.7%
Human or Social Services	30.0%
International Development or International Affairs	6.7%
Other (please specify)	13.3%

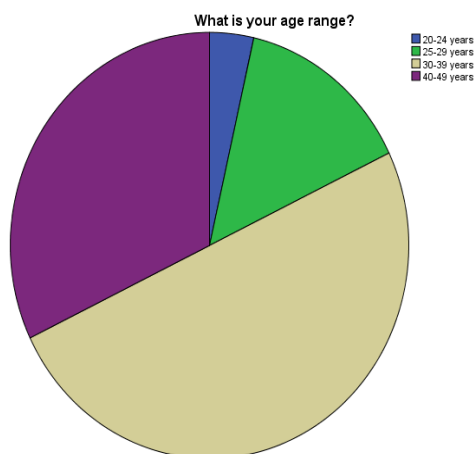
When specifying for other, respondents included environment, women and social innovation/social entrepreneurship. Seventy-percent (70%) of respondents work in organizations with up to 50 employees (33%

work in organizations with 1-10 employees, 37% in organizations with 11-50 employees); the remaining 30% in organizations with a staff size greater than 50.

IDENTITY-BASED RESPONSES

At the beginning of the survey, respondents were asked ten questions related to their identity and income. It should be noted that there isn't consistency in the identity-based questions employers in the GTHA ask mostly because of labour and human rights legislation that limits the amount of information that an employee needs to share about themselves. Having said that, I argue that facilitating a choice to voluntarily disclose more identity-based information with the stated goal of using this information to increase equitable representation in the organization through hiring, advancement and retention practices, and offering monitoring and accountability procedures to assure the same, would certainly be a welcome addition to many current and prospective employees in the sector.

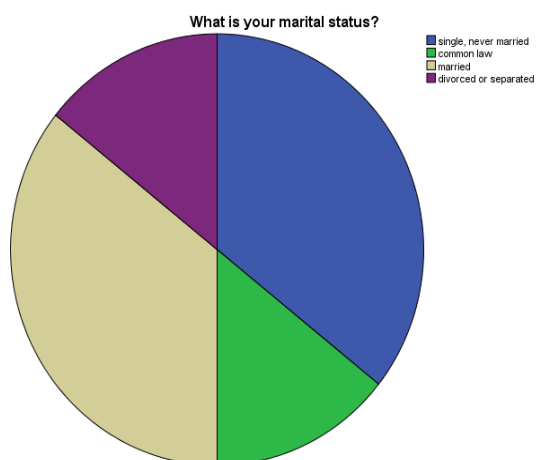
In an effort to draw a correlation between identity and work-based experiences, the following survey data was collected:



Fifty percent of respondents were between the ages of 30-39 years of age, 32% between 40-49 years and 18% between 20-29 years of age.

Fifty-seven percent hold a Bachelor's degree while 25% hold Master's degrees and 18% had a college diploma, or some university.

Fifty-seven percent had incomes between Can \$30,000- \$69,000, 32% had an income between \$70,000 - \$89,000 and 11% had incomes higher than \$90,000.

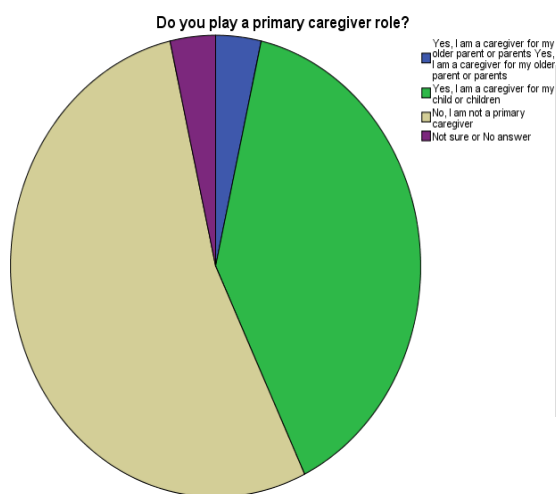


Thirty-six percent were single, 50% married or common-law, and 14% divorced or separated

Only 11% were second-generation Canadian (both they and their parents were born in Canada), while 43% were first-generation Canadians (only they were born in Canada) and 46% were not born in Canada.

Eighty-two percent shared that their first language was English, while 18% said that neither English or French were their first language, speaking Hindi, Cantonese, Dutch, Lao and Spanish instead.

The majority of respondents identified as Black, Afro-Caribbean, Afro-Canadian or mixed raced (64%), with the second highest grouping identifying as South Asian (21%).



Forty-three percent of respondents are caregivers for children or parents, while 54% are not.

Eight-six percent are not living with a disability, while 14% are living with an undisclosed disability.

Ninety-two percent identified as heterosexual, and 8% as bisexual. All respondents identify with the gender they were assigned at birth.

KEY FINDINGS

DIVERSITY

There exist extensive research spanning decades around the institutional value of diversity and inclusion, in fact there seems to be a definite resurgence in this area³. Therefore, I'm encouraged to simply state that those organizations addressing systemic issues, developing leaders who are passionate, committed and representative of the changing demographics of their community (be they beneficiaries or donors), and that are relevant and innovative in practice and thought, are already committed to D&I and so much more.

Beth Clarke in her blog post for Imagine Canada⁴ shares these four important reasons for the value of hiring diverse staff:

1. Increase innovation and diversity of thought
 - ≈ Diverse teams breed diversity of thought and increase innovation and creativity. By including professionals in the workplace with different backgrounds and lived experiences, employers have access to new ways of thinking and doing that help them address ongoing challenges and seize new opportunities
2. Find and attract the best talent
 - ≈ According to Statistics Canada, by 2031, 1 in 3 workers will be born outside of Canada. For NPOs struggling to hire and keep top talent, looking to diverse talent sources (such as new immigrants) is necessary to remain competitive
3. Be true to your values to maintain credibility with clients and donors
 - ≈ When senior leaders admit that diversity is an organizational priority, they set goals and encourage their team to adopt and implement best practices, bringing their values to life – donors, volunteers and employees will take note

³ <https://nonprofitquarterly.org/2016/01/18/npq-ynpn-announce-series-on-diversity-inclusion-and-justice/>

⁴ <http://www.imaginecanada.ca/blog/diversity-and-inclusion-not-just-another-item-do-list>

4. Better serve and communicate with clients and donors

- ≈ The workforce that reflects the organization's community is better positioned to understand and serve that community. Employees connected to diverse groups open up the organization to new clients and new donors through cultural insight.

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Survey respondents were asked 17 questions in order to capture their perspective on diversity and inclusion practices, and how well they are integrated into their organizations.

In analyzing the survey results, the relationship between organizational size and perceptions of diversity across various ranks of the organization were highly correlated:

38% of respondents shared that advancing internal diversity & inclusion, equity or human rights policies or practices was not considered a strategic priority within their organization. Organizations with 11-50 employees tended to advance D&I, equity and human rights policies or practices to a greater extent than organizations with fewer or more employees. Organizations with approximately 200-500 employees tended to advance only human rights policies or practices.

When asked the degree to which *a commitment* to D&I was integrated into the hiring, promotion, and/or retention strategy or policies of their organization, 50% of respondents agreed or strongly agreed that their organization was explicitly committed to D&I, while 20% disagreed or strongly disagreed.

A commitment to diversity and inclusion however, did not guarantee the implementation or monitoring of a strategy, neither capturing D&I metrics in the workplace as suggested by the graph below:

**What best describes your organization's approach to measuring D & I?
(measures taken from O'Mara and Richter, 2011)**



Answer Options	Response Rate
N/A: My organization does not measure D & I	56.7%
Some feedback on D&I is solicited in employee and customer surveys, market research, internal reviews, and climate studies, but there is little follow up or consequences for lack of performance. Representation is monitored if required by law.	23.3%
Diversity-specific instruments and techniques (such as a scorecard) are used to assess progress on specific D&I issues, as well as the impact of D&I goals on other organizational programs and current and future goals. Input from employees and former employees shape initiatives, monitoring and evaluation.	6.7%
Integrated, multi-technique approaches to monitoring and evaluating D&I goals are conducted; a D&I ROI study has been conducted for at least one high-impact D&I initiative. Organizational culture is monitored through cultural audits using diversity dimensions to uncover critical risk factors. The organization invests in research to study D&I. The organization regularly reviews D&I benchmarks, both within and across industries/sectors and implements plans to make progress toward meeting them.	10.0%
In-depth D&I assessments covering behaviour, attitude and perception are conducted for the overall organization and within divisions. Many D&I-related research projects are conducted to address specific concerns and challenges, including broad issues like social responsibility, sustainability, human rights, and labour rights. Employees provide input to all facets of managing the D&I process, from needs assessment to evaluation, using practices such as 360-degree feedback and employee opinion/engagement surveys.	3.3%

The survey data shared below, suggests that strategically prioritising and measuring diversity, inclusion and equity in an organization can have a significant impact on workplace representation. Echoing this point, one interview subject shared that she was dismayed at the little representation of Black women and men in fundraising roles in philanthropic organizations, where it was required to raise money from affluent individuals who tended to have generational wealth, and tended not to be reflective of the diversity of Toronto or Canada. From her perspective, in hiring, there tended to be an assumption that “like can speak to like”. This sentiment was shared by other interviewees who argued that when racialized women were hired in this sector, they were often for junior positions without significant power, and in roles that were not forward facing or requiring external relations, unless the communities they were tasked to interface with were communities of colour. In these cases, said another interviewee, one ‘minority’ fundraising role would be dedicated responsible for fundraising in a specific community they had some affiliation with, securing and protecting their role, but also putting them in a position where they might be required to speak on behalf of their entire community and represent their needs and goals. Another interviewee seconded this point by sharing that, when she was offered

⁵ O'Mara and Richter, 2011, http://qedconsulting.com/files/GDIB_2011.pdf

roles in philanthropy it was specifically to fundraise in her own community or prospect in an area she specialized in, and that a racialized woman was never hired on to be the *primary* Director of Development.

Survey respondents were asked about their perception of diversity at various levels of their organization; they answered as follows:

How diverse is the general staff of your organization?

Thirty-nine percent (39%) of respondents shared that up to 10% of their general staff population was diverse; 29% of respondents shared that up to 40% of their general staff was diverse, and 11% of respondents shared that between 61-100% of their general staff was diverse. **Interestingly, 60% of respondents that worked in an organization of up to 10 employees shared that less than 5% of their general staff was diverse.** Seventy-five percent that work in organizations of up to 50 employees in size, shared that up to 40% of their staff was diverse.

How diverse is the management team of your organization?

Forty-three percent (43%) of respondents shared that up to 5% of their management team was diverse. Eighteen percent that work in organizations of up to 50 employees said that up to 60% of their management team was diverse. **Organizations of up to 10 employees in size had the least diverse management team.**

How diverse is your executive management team?

The majority of respondents (57%) stated that up to 5% of their executive management team was diverse. Organizations of up to 10 employees in size had the least diverse executive management team. Fifty percent of respondents that work in organizations of up to 50 employees stated that up to 5% of this group was diverse, while 80% that work in organizations of up to 200 employees stated up to 5% was diverse. **Interestingly, organizations that had up to 5% of their executive management team representative of diverse or racialized groups, also had around the same level of diversity on their board of trustees.**

According to the Center for Effective Philanthropy⁶, over 85% of philanthropic organizations in the U.S. have White CEO's and only 7% of non-profit Chief Executives are people of colour though they make up 40% of the U.S. population. An Ontario Nonprofit Network (ONN) report, *'Shaping the future: Leadership in Ontario's Nonprofit Labour Force'*⁷ illuminated similar trends: 13% of 810 leaders who responded to their survey were visible minorities and 20% immigrants, while 26% of Ontarians are visible minorities and 30% immigrants.

The same report illuminated that less than 7% of 810 survey respondents agreed that their organizations were proactive (defined as having deliberate strategies in place, while active was defined as having policies and expressions of commitment in their organization) about recruiting management employees from First Nations/Metis/Inuit communities, recent immigrant communities, younger workers, older workers, persons with disabilities, and visible minority groups.

Additionally, ONN found that on all dimensions of 'difference' (visible minority, recent immigrant, First Nations, persons with disabilities), larger organizations and communities were *more likely* to have pro-active or active recruitment strategies than smaller organizations and smaller communities. In ONN-conducted focus groups, it was highlighted that while many organizations have achieved diversity amongst front-line employees, most have not reached comparable levels in leadership positions, consistent with feedback shared by interview

⁶ "How Far Have We Come?", Dec 2013, http://research.effectivephilanthropy.org/how_far_have_we_come

⁷ <http://theonnc.ca/wp-content/uploads/2011/06/Shaping-the-Future.Leadership.pdf>

respondents. This is echoed in the [Mowat Centre's, Diversity & Inclusion: Valuing the Opportunity report \(2014\)](#), which found through their survey that the non-profit sector in Ontario is not diverse in its leadership, neither is there an organizational commitment to diversity and inclusion⁸. In fact, 75% of non-profit organizations were 'neutral' towards recruiting from diverse groups. This is really troubling! Most of these are organizations espousing values of equity, diversity and/or inclusion, many of which are grounded in social justice histories and missions, and yet this doesn't translate into internal practice; and, these are organizations whose primary purpose is to serve - holistically and with in-depth understanding of the systemic issues- and speak on behalf of communities in need, which in large metropolitan cities tend to be racialized and diverse people.

The risks associated with not intentionally hiring from racialized communities are multiple, but is specifically worrying for one reason - the majority of Executive Directors and other leaders of non-profit organizations that responded to the ONN/Mowat, *Shaping The Future* report are over the age of 55 (40% of leaders). Baby boomers make up almost half of leaders retiring en masse over the next handful of years, leaving a significant leadership gap in the sector. Racialized people make up the majority of several major municipalities; 63.4% of Canada's immigrants are in Toronto, Montreal or Vancouver with a median age of 32 years and the First Nations are the fastest growing and youngest population in Canada.

In order to stay innovative, relevant, authentic and in touch with their community while simultaneously assuring sustainability, these leaders should be succession planning with racialized professionals in mind in order to tap into their energy, optimism, passion and deep community connection because they are intimately connected to the issues of and solutions for their community.

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Survey respondents were asked to rank their level of agreement on a range of statements commonly offered to explain why racialized women account for a very small percentage of philanthropic or grantmaking leaders; their responses were as follows:

- | | |
|--|--|
| ≈ 57% agreed or strongly agreed that racialized women are reluctant to pursue executive level jobs in organizations with a majority White staff | they tend to have smaller professional networks |
| ≈ 77% agreed or strongly agreed that executive recruiters don't do enough to find a diverse pool of qualified candidates for top-level positions | ≈ 90% agreed or strongly agreed that predominantly White boards of directors often fail to support the leadership potential of racialized female staff |
| ≈ 55% agreed or strongly agreed that racialized women need more skill building and training opportunities to be considered more often for leadership roles | ≈ 66% agreed or strongly agreed that organizations recruiting a new staff member who is the "right fit", often rule out diverse female candidates |
| ≈ 48% agreed or strongly agreed that it is harder for racialized women to advance in the philanthropic sector because | ≈ And 66% disagreed or strongly disagreed with the commonly shared statement that there aren't enough qualified racialized women to choose from |

⁸ https://mowatcentre.ca/wp-content/uploads/publications/82_diversity-and-inclusion.pdf

Even when racialized women are highly skilled and educated and in leadership roles within their organization, they're subjected to subtle forms of dismissal and discrimination (micro-aggressions) or outright racism. I was struck by one interviewee in a very senior position who said that 'being Brown, young and a woman are markers that don't build credibility'. She often experienced 'dismissal' through subtle behaviour including experiencing peers or clients in meetings not make eye contact with her but instead with her White colleague (either male or female) who they believe to be the decision-maker. She believes that intrusive questions around her tenure in the industry and her age are used to dismiss her and are used as a substitute for outright racism,

"I feel like I have to work harder than White women with the same or less education. In order to legitimize myself I need signifiers like my engineering ring, or adding 'MBA' after my title!"

Echoing comments made by other interviewees, when she assertively calls out discrimination or subtle racism, she's called 'aggressive' or has had colleagues act defensively when they themselves don't see or perceive it the same way.

Another interviewee shared that she frequently made it through to the third round of interviews for senior level roles that interfaced with high net worth donors, only to be told by the CEO or other senior executives at the final stage of the process that she didn't fit the profile of what they were looking for- that she had the skills- but that they weren't sure how well she would be able to relate to their donors. One CEO went as far as to say that they didn't think she could make high-net worth donors feel comfortable when she accompanies them to different parts of the world to visit projects. As a hijab-wearing professional, she says she experiences both racism and islamophobia, most evident in the interview process. Echoing the comment made by the interviewee before, she often gets questioned on her age and tenure, and has had other professionals explicitly express surprise at her applying for senior leadership roles or commenting that 'she's very mature for her age'.

A third interviewee who has the responsibility of managing diversity in her organization and who was born in Canada, has had colleagues and donors comment on how well she spoke English, correlating their surprise to her name which she explains is 'obviously different'. This experience was echoed by a fourth, executive-level interviewee, who was born in Canada, and who had experienced being spoken slowly and loudly to, based on an assumption of her limited English capacity.

Interestingly, three interviewees shared a similar comment around unwritten norms which is worth mentioning here. **Particularly in roles that interface with donors or other high-net worth individuals, there are unwritten expectations or norms around behaviour that racialized women are governed and judged by.** One interviewee said that because she speaks, looks and acts the part she is not thought of as 'different' by peers. This perception changes and troubles others though, when she strays from the norm, for example, wearing an Indian salwar kameez to work - her choice to wear a cultural marker then is frequently questioned and judged. A second interviewee shared that what does not get talked about in the sector is the expectation that donor-facing professionals understand social etiquette. From her perspective, prospective employees are judged upon their ability to court donors over dinner following specific class norms, and those successful in attaining a position tend to be those that employers assume can fulfill this expectation without training. Lastly, the third interviewee shared that particular assumptions are made of Muslim women - especially those that wear a hijab- that they're not going to be comfortable around alcohol and as a result won't feel comfortable planning events that include

alcohol, or dining donors. These assumptions are often not validated and can and have resulted in Muslim women being ruled out of many roles.

JOB SATISFACTION

Survey respondents were asked about the frequency of challenges and frustrations in their role, divided by criteria and primary job function. When correlating primary job functions and level of dissatisfaction, it was noted that two sets of correlations were statistically significant. 'Opportunities for advancement' and a 'lack of role models', were significantly correlated with 'primary job functions'. In this survey, 39% of respondents reported "development/fundraising" as their primary job function and "programs" was the second highest reported portfolio at 36.7%.

- ≈ 45% of Development/Fundraising, and 50% of Programs respondents reported that they often or always feel they are paid an inadequate salary
- ≈ 50% of respondents whose job function is Programs often or always feel like they lack recognition or support, whereas 91% of Development/Fundraising respondents rarely or sometimes feel like they lack recognition or support. 60% of respondents in Administration rarely feel like they lack recognition or support
- ≈ 64% of Development, and 63% of Program respondents say they often or always lack role models
- ≈ 73% Development respondents, 63% of Programs respondents, and 100% of External Relations respondents say they sometimes or often feel like they lack or have limited social networks/social capital;
- ≈ 55% of Development, and 50% of Programs respondents say never or rarely feel the stress of being called upon to represent a community, and 60% of Administration said rarely
- ≈ 91% of Development, and 63% of Programs respondents shared that they sometimes, often or always feel like they are working under unclear expectations in their role

Respondents were asked to state what types of support or opportunities they were offered in the workplace or outside of it through their formal and social networks, and they responded as follows:

- ≈ 80% said that they were offered online training tools and webinars
- ≈ 61% were offered ad hoc or occasional training
- ≈ 68% attended local conferences and 55% major conferences
- ≈ 64% were offered regular feedback and performance evaluations from their supervisor at their organization

However:

- ≈ 52% stated that they did not have a formal mentoring relationship with a member of their organization's team and 54% a formal mentorship relationship with an external professional in the sector
- ≈ The majority of respondents (39%) did not have access to a peer support group/network
- ≈ 41% were not given institutional support to study a formal course at a local university or college
- ≈ Only 39% shared that they have family or community support

≈ 52% of respondents agreed that there are many unwritten rules concerning how they are expected to interact with their colleagues, management team and clients

See below the above-referenced data correlated for *age, years of experience, employment status (full, part-time, permanent or contract) and opportunities for advancement*; the following trends were seen with the most significant highlighted in red:

<u>Age and Opportunities for Advancement and Growth – training, education and other supports and opportunities</u>											
I am provided training, educational and other support and opportunities to expand my skills set	Online Training Opportunities	Ad Hoc and Occasional Training	Local Conference	Formal Mentorship (internal) *Lack of mentorship	Major Conferences	Formal Mentorship (external)	Peer Support Groups	Performance Reviews	Certifications and designations	Classes at local college or university	Family and Community Support
AGREE AND STRONGLY AGREE STATEMENTS ONLY											
25-29 years	75%	75%	67%	25%	75%	50%	0%	50%	50%	50%	50%
30-39 years	79%	69%	86%	31%	54%	38%	38%	69%	38%	38%	15%
40-49 years	75%	50%	71%	25%	75%	14%	43%	71%	25%	37.5%	71%
<u>Years of Experience in the sector and Opportunities for Advancement and Growth - training, education and other supports and opportunities</u>											
< 5 years	71%	67%	100%	50%	100%	50%	33%	83%	67%	33%	50%
5-10 years	80%	67%	71%	20%	53%	29%	36%	57%	33%	47%	29%
10-20 years	25%	50%	75%	25%	50%	25%	25%	75%	0%	25%	50%
<u>Current Employment Status and Opportunities for Advancement and Growth - training, education and other supports and opportunities</u>											
Currently employed, fulltime, permanent	76%	67%	79%	29%	67%	35%	35%	65%	38%	48%	40%
Currently employed, fulltime, contract	100%	50%	50%	50%	50%	50%	50%	100%	50%	0%	0%
Was employed, part time contract	50%	50%	50%	0%	50%	0%	0%	50%	0%	0%	50%
<u>Years in Current Role and Opportunities for Advancement and Growth - training, education and other supports and opportunities</u>											
Under 2 years	82%	70%	90%	40%	80%	50%	30%	70%	60%	50%	40%
Between 2-5 years	78%	56%	67%	22%	56%	25%	37.5%	75%	33%	33%	37.5%
Between 5-10 years	40%	60%	100%	20%	60%	20%	40%	60%	0%	40%	40%
Over 10 years	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%

The survey data indicates that there is a consistent lack of formal mentorship both internal and external and a lack of peer support groups as well, identified across age groups, levels of experience and types of employment status.

This data mirrors the comments made by all interviewees: there are not enough racialized women in significant leadership roles within the sector, adding to the difficulty of reaching out to a senior professional for mentorship or support.

In addition, a culture of mentorship does not exist in the sector generally to enable network and relationship-building between senior professionals and women entering the field.

Interestingly, what *has* helped racialized women advance in the sector is sponsorship or mentorship by a White leader. One interviewee talked about her first official non-profit role being given to her by a White woman who ‘took a chance on her’, and offered her a role that was a launch pad for her career advancement in the sector. This leader took her under her wing and exposed her to many opportunities including having her lead a social group to help her network and build her credibility. From her perspective, this leader had a certain level of

privilege that she didn't have access to, which legitimized and enabled her to attain stepping stone roles. It became easier to gain other people's support in the organization with this leader's endorsement. Another interviewee had a similar experience saying,

"I happened to be hired on and thereby "endorsed" by a mentor who is a wealthy, well-known, older White man – him taking a risk on me was public endorsement and built my initial credibility with colleagues in my sector, until I built my own credibility. What has helped me succeed is an endorsement from someone with a particular kind of race and class privilege; someone taking a risk on me (getting an opportunity) in order to get experience to grow, having a supportive board and having the right people around me that take the chance on me and have my back"

These responses indicate that White leaders and White allies have an important role to play in advancing equity, diversity and inclusion, both as leaders advancing internal D&I policies and practices, and as mentors and sponsors to racialized women in their organizations. Leveraging and transferring their expertise, experience, networks and insight into the sector, is critical to building institutional knowledge and sustainability.

RECOMMENDATIONS

i. STRIVE FOR EQUITY, BUT AT THE VERY LEAST ACCOMPLISH DIVERSITY AND INCLUSION

A phone interviewee who is in a senior position in her foundation shared that explicit institutional values around equity and diversity are important for hiring in a way that is intentional. Values are imbued in policies and institutional procedures, without which, it is hard to name racism and discrimination, which when it occurs, gets labelled a "personality conflict" or "skills lack" and treated as an individual issue rather than a systemic one. Everyone needs to commit to either a policy, procedure or framework, she continued, and it shouldn't be left to only certain communities most affected by issues of inequity to advocate for this.⁹

"True equity requires us to re-evaluate our beliefs and practices and definitions and board and staff composition and leadership and hiring practice and funding allocation processes and who is at the table and who set the table in the first place, etc. It requires us to change our ways of doing things", Vu Le¹⁰

Because inequity based on markers of difference persists, we need proactive measures in order to address it – equity is necessary to remedy both past and present discrimination.

An equity-based approach recognizes that distinct groups may need varied treatment in order to share the same advantages. Equity initiatives seek to create the conditions for a "level playing field" by addressing these exclusions.

For example, requiring candidates to have formal education, disregarding their extensive and critical lived or work experience, acts as an immediate disqualifier for many competent and passionate individuals from poor

⁹ <http://nonprofitwithballs.com/2015/04/our-hiring-practices-are-inequitable-and-need-to-change/>

¹⁰ <http://nonprofitwithballs.com/2014/09/is-equity-the-new-coconut-water/>

or disadvantaged communities. Recruiting equitably means leaving out a requirement for formal education on a job posting unless absolutely critical to the role, and not requiring skills or personality assessments during recruitment that rule out women that don't fit a 'desired' profile, likely not based upon women like them or with their lived experience. It means, taking a chance and supporting people from marginalized communities to be on staff and facilitating their leadership development through training, mentoring and flexibility (especially for those with additional caregiver responsibilities).

An equity- based approach encourages actively recruiting individuals from equity-seeking groups (for example women, LGBTQ+, Aboriginal communities, racialized people, people living with disabilities etc) and monitors who gets appointed and to which roles (entry level, lower salary categories or senior leadership or executive roles). In monitoring their rate of promotion consider- are they clustered in certain departments or areas of work, are they offered permanent or contract roles, and monitor who is leaving and assess the reasons why. Advancing staff internally from an equity-based perspective requires a consideration of race, ethnicity, gender and class amongst other identities, as opposed to merit only when deciding on final candidates.

The risk in not hiring and advancing equitably, is a critical disconnection between stated organizational mission and goals and actual community impact evidenced by the Measuring the Circle research report. In 2014, the Circle on Philanthropy and Aboriginal Peoples in Canada developed a research paper that specifically measured emerging trends in philanthropy for First Nations, Metis, and Inuit communities in Canada. Survey respondents were asked what they thought were the greatest challenges facing Aboriginal-dedicated charities in Canada. According to respondents, those funders who fund Aboriginal organizations face one main internal challenge. Specifically, most mentioned that grantmakers were hampered by a lack of cultural competency when collaborating with Aboriginal-dedicated charities on initiatives for Aboriginal beneficiaries and causes. They described a lack of in-depth knowledge of conceptual differences in ideals, mores and traditions amongst and between Aboriginal groups as well as between non-Aboriginal and Aboriginal communities in Canada.¹¹

Hiring equitably does not mean tokenism and requiring one person to represent and speak on behalf of an entire community. It means that staff are representative of communities served because they understand the systemic issues and are encouraged and supported to leverage this expertise in the organization.

It is every staff member's responsibility to 'do the hard work' of understanding how they benefit from their privilege and acting on addressing social inequities as an ally.

**

Diversity means and looks like many different things depending on the organization. However, broadly put, it is a recognition that there are many dimensions to a person that can be used to differentiate them from someone else. It calls for respecting and appreciating these different dimensions or identities based on race, gender, sexuality, ethnicity, ability, religion, class and so on. More than this, it is also an appreciation of diverse experiences and perspectives which are seen as a source of creativity, innovation and progress. Inclusion extends diversity by facilitating a workplace where all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to their organization's success.¹²

"A not-for-profit sector that takes advantage of the diversity of its community will benefit in at least four ways: engaged employees, a reflective community voice, economic resilience, and enhanced and

¹¹ http://www.philanthropyandaboriginalpeoples.ca/wp-content/uploads/Measuring_the_Circle_Final.pdf

¹² <http://www.talentintelligence.com/blog/bid/377611/inclusion-and-the-benefits-of-diversity-in-the-workplace>

more innovative services. Taken together, these benefits begin to articulate a value proposition for diversity and inclusion in the sector. Leveraging this return on diversity positions the sector to become stronger, more competitive, and more relevant.”¹³

Clarke¹⁴ suggests that for those organizations wanting to build a diverse, inclusive and committed workforce, the following critical reflection steps should take place:

- Awareness and assessment – ask: what is the value proposition of diversity and inclusion for your organization; do an assessment of your leadership team and broader staff: is it reflective of the community your organization serves?
- Analyze how you find and keep talent- what are your recruitment and onboarding practices? Are your recruitment and interviewing processes bias-free?
- Review communications and development of human capital
- Start outlining your diversity strategy and work with leadership

The ONN/Mowat, *Shaping the Future* report¹⁵ offers the following key strategic recommendations for the sector as it pertains to diversity:

- Move from value statements about diversity in the workplace to strategic priorities and organizational policies: in order to make diversity a priority, explicit goals and objectives need to be determined and actioned through deliberate strategies.
- Create tools to support inclusive hiring: there is a broad literature and practice around inclusive human resource management generally, and approaches that recognize transferable skills, international qualifications and broad equity practices should be tailored to the nonprofit sector, and made accessible and relevant to various subsectors and organizations.
- Build awareness and deepen the understanding of diversity in the workplace: how to do it, why it matters, and what difference it makes.

It should be emphasized however that success is dependant upon how integrated D&I interventions are into the organizations broader strategic plan. Therefore, a critical component to D&I policy implementation is a strategic plan re-assessment, and articulating the answers to the following: who will be accountable for achieving D&I goals in the organization; does everyone have the same understanding of D&I and lastly, does everyone know and agree on what is trying to be achieved?

Recruiters

Seventy-seven percent (77%) of survey respondents agreed or strongly agreed with the statement that executive recruiters don't do enough to find diverse candidates for top-level positions, and in addition, 66% disagreed or strongly disagreed with the statement that there aren't enough qualified racialized women to choose from for roles.

The above response certainly suggests that recruiters and their respective firms have an important role to play in facilitating the hiring of a diverse pool of women in leadership roles, and are encouraged to assess their existing recruitment strategies for at minimum, perceived or real barriers to inclusion, bias and preference. They

¹³ https://mowatcentre.ca/wp-content/uploads/publications/82_diversity-and-inclusion.pdf

¹⁴ <http://www.imaginecanada.ca/blog/4-steps-take-towards-diverse-and-inclusive-workplace>

¹⁵ <http://theonncan.ca/wp-content/uploads/2011/06/ONN-Mowat-Shaping-the-Future-Final-Report.October2013.pdf>

should seriously consider developing and adopting a diversity and inclusion strategy to better enable them to recruit intentionally for diversity representative of the workforce in the GTHA and stay accountable not only to their clients, but to the candidates applying, and communities they come from and will ultimately become part of. Lastly, recruitment firms should consider broadening their recruitment networks and establishing relationships with professional or other associations that are inclusive of diverse community members.

Board of Directors

The Board of Directors of organizations are a second group to play a critical role in recruitment and retention of diverse staff members.

Ninety percent (90%) of survey respondents agreed or strongly agreed that Boards with a predominantly White membership often fail to support the leadership potential of racialized female staff.

This statement suggests that it can't be overstated how important it is for organizations to consider how they recruit new board members, and importantly, the impact that board composition has on advancing and building up racialized women internally.

*"Exceptional non-profit boards recognize that diversity is essential to an organization's success. They see the correlation between mission, strategy, and board composition and understand that establishing an inclusive organization starts with establishing a diverse and inclusive board."*¹⁶

With increased representation of diversity on non-profit boards, the research suggests that there is a stronger likelihood of inclusive hiring and advancement practices.

ii. COLLECT AND SHARE SECTOR-WIDE DEMOGRAPHIC DATA

The Canadian Centre for Diversity and Inclusion, *What Gets Measured Gets Done* report,¹⁷ surveyed 56 organizations spanning across sectors and provinces in Canada and found that just over half of respondents (52%) had conducted some form of employee census or had asked employees to self-identify by personal characteristics, meaning that nearly half of Canadian organizations do not even track basic demographic data of their workforces. Furthermore, since 32% of the respondents are legally required to collect and report on demographics under Employment Equity regulations (federally-regulated employers), this suggests that only 20% of respondents are collecting this information on a voluntary basis. Two-thirds of those who had conducted an employee census were tracking four Canadian employment equity designated groups: gender, visible minority status, disability status and Aboriginal status.

Though 80% of their survey respondents shared that diversity and inclusion is a strategic initiative in their organization, only 19% were actually measuring the impact, efficacy or return on investment (ROI) of their D&I initiatives.

The non-profit sector broadly, and philanthropic and grantmaking sector specifically, can learn from the example set by the private sector – large corporations like Google and Facebook have begun to publicly disclose data on

¹⁶ <http://www.bridgespan.org/Publications-and-Tools/Hiring-Nonprofit-Leaders/Recruiting-Board-Members/Building-a-Diverse-Board.aspx#.V8dKkZgrLb0>

¹⁷ <http://ccdi.ca/wp-content/uploads/2016/06/CCDI-Report-What-Gets-Measured-Gets-Done.pdf>

the diversity of their staff, even though after having done so, it was revealed that they still fell short of achieving a truly diverse and inclusive work environment¹⁸. In order to respond to the issue of representation and inclusion in tech, these companies are starting the conversation publicly even if the result is that they admit to needing to invest more time and resources into making it work effectively. However, the starting point required baseline data on where they were, which they shared publicly as a challenge to their sector to be accountable and transparent around this issue broadly. In my survey, a respondent referenced Royal Bank of Canada (RBC) as a private sector success story – they have committed to having a 50% female workforce. Both RBC and Ernst & Young have specific diversity and equity teams that drive this work forward year-round. In Toronto, organizations like the Centre for Social Innovation (CSI) was commended by a respondent for bringing racialized women to the forefront of their organization and through the community partnerships they establish. Additionally, Civic Action and Maytree Foundation were referenced as two organizations with several racialized women at all levels of their organization- board, staff and management teams.

Without data on the diversity of staff and board members, it is hard to inform and advance change in the philanthropic sector. A standardized data collection tool to capture diversity and inclusion metrics is a critical necessity for the non-profit sector broadly, and has the potential to streamline and potentially transform how work gets done in this sector.¹⁹

iii. DEVELOP A NETWORK FOR RACIALIZED PROFESSIONALS

The survey data is consistent with the interview responses- racialized women believe that training, networking and mentorship are the top factors that enable growth in their role and advancement in the sector overall. Racialized women in the GTHA need a network that responds to their particular experiences and needs, including facilitating a space for collaboration, resource dissemination, networking, coaching, training and other professional development opportunities.

One example that can be considered as a potential model is the Professional Women's Network (PWN)²⁰ which was founded in 1997 to support the success of women in business. A membership based network, PWN is comprised primarily of women business owners, executives, and professionals from many business sectors and levels of experience. Arguably one of the leading networks for women in Canada – the Women's Executive Network (WEN)²¹ facilitates networking, mentoring, professional and personal development for 22,000 women and their respective organizations, and explicitly targets women in management, executive, professional and board roles. It should be advised though that WEN as a model to replicate is limited as it lacks a critical analysis on and explicit public strategy for achieving equity, diversity and inclusion in the network. In the "WXN Audience Demographics" section of their website there is no reference to the diversity level of their members and the vast majority of their team listed are White women.

A great example from the U.S. of a network to consider modelling after is the Emerging Practitioners in Philanthropy (EPIP), a 14-chapter national network of foundation professionals (generally younger than 40) with the mission of ensuring that emerging professionals (changemakers) are effective stewards of philanthropic

¹⁸ <http://time.com/4391031/google-diversity-statistics-2016/>

¹⁹ <http://theonnc.ca/developing-big-data-analysis-public-benefit/>

²⁰ <http://www.pwncanada.ca/about-pwn/about-us/>

²¹ <https://www.wxnetwork.com/about/about-wxn/>

resources²². Amongst their many member offerings is the People of Colour Network²³, which was developed to create a leadership pipeline of young people of colour, and has since its inception engaged over 100 young leaders within the philanthropic field through professional development and intergenerational learning opportunities.

A second example from the U.S., is the Association of Black Foundation Executives (ABFE)²⁴, a national membership organization promoting effective and responsible philanthropy in Black communities (founded as a working group in Montreal in 1971) and committed to providing Black professionals with professional development, training, networking opportunities and resources, while responding to issues of diversity and inclusion through multiple initiatives including advocacy. In 2014 they released a report, *The Exit Interview- Perceptions On Why Black Professionals Leave Grantmaking Institutions*²⁵, which compiled research uncovered through targeted in-person and virtual focus groups, phone interviews and a survey.

Their research found that:

1. Black professionals don't believe they have real opportunities for meaningful leadership roles in the philanthropic field
2. Black professionals are leaving grantmaking institutions often to move into roles where they are directly engaged in creating community change
3. The current culture of philanthropy is perceived as nudging Black professionals elsewhere in order to find satisfying careers – many also don't feel like their expertise is valued by peers in their workplace
4. Black professionals who leave grantmaking often move to non-profits, the public sector or consulting
5. Many Black philanthropic professionals in grantmaking institutions are concerned that rather than expanding the number of diverse professionals on staff, foundations may simply be reallocating or opening up their "designated minority" positions to other groups

The reports sets out several recommendations for the ABFE and its extended network of African American professionals, but it's worth noting them here for their transferability to a GTHA-based network for racialized women:

- ≈ Make sure that Black philanthropic professionals are networked to ABFE and regional Black Philanthropic Network (there are 11 regional associations) affiliates as soon as they are hired: human resource professionals should include up-to-date ABFE and BPN information in new employees' welcome packages. Given the relatively small universe of Black philanthropic professionals in grantmaking institutions, each new hire should also receive a personal welcome or "touch point" from a Black grantmaker in the field.
- ≈ Provide new hires – Black professionals, with in-person or virtual programming, and adequate networking opportunities during the first 90 days of their tenure including opportunities by phone, webinar, or email.
- ≈ Create a minimum of 4 networking opportunities per year: at a minimum, one of these should be in person in order to facilitate trust building and mentoring opportunities,

²² <http://www.epip.org/about>

²³ http://www.epip.org/people_of_color_network

²⁴ <http://www.abfe.org/>

²⁵ <http://www.abfe.org/wp-content/uploads/2014/05/ABFE-The-Exit-Interview.pdf>

- ≈ Identify the most cost-effective, transferrable features of leading diversity and pipeline programs, and provide similar (if barebones) programs for Black philanthropic professionals at the local and regional levels. ABFE and BPN affiliates need to figure out how to make similar programs work on a smaller scale and with a broader reach.
- ≈ View Black philanthropic professionals who were formerly in grantmaking institutions as a brain trust possessing a wealth of knowledge and talent, and as close-in allies who can help to advance community change. As philanthropy evolves and takes on new forms, conventional boundaries between the private, public, and non-profit sectors are breaking down and new kinds of cross-sector partnerships are taking form. Even without an encore in philanthropy, Black professionals' deep knowledge and commitment to community issues can be leveraged in other ways.

Network-building and by extension mentoring opportunities both formalized and informal are important to support racialized professionals to build their skills, relationships and visibility in the sector. It also helps these same professionals stay connected to potential future opportunities and can foster project collaboration between individuals and their organizations.

iv. MENTORING

Mentorship was cited several times by survey respondents as an important growth enabling and advancement opportunity. Internal mentorship programs within organizations matching employees with longer tenured colleagues has proven a successful and cost-effective intervention for companies like Price Waterhouse Cooper (PwC)²⁶, that has tapped into the knowledge and expertise of their internal leaders to provide advice and support to their peers. Companies like Costco Canada and L'Oréal Canada are just two examples of companies that offer internal training programs coupled with guidance and support, and in the case of Costco, employees have access to mentoring support to facilitate their advancing into management roles.²⁷ The non-profit and philanthropic sector has much to learn from the private sector in its ability to support, upskill and promote internally via a professional development plan inclusive of training, mentoring and other growth opportunities. This is especially important in a sector that employs mostly women²⁸ (making up 82% of workers at small organizations) and which has well-documented high staff burnout and staff turnover rates. For under-resourced non-profit organizations undoubtedly the question around the cost associated with an internal mentoring program come up and are indeed important. However, the costs associated with staff burnout and turnover are arguably far more excessive- turnover is estimated to be between 100-300% of the base salary of the replaced employee²⁹. The impact of a dissatisfied, disinterested and disengaged employee on an organization and its beneficiaries can't be overstated.³⁰

External mentorship programs that pair professionals based on shared industry, experience, or shared goals, values or interests, are important alternatives to internal programs. This initiative would fit well within the

²⁶ [https://charityvillage.com/Content.aspx?topic=All about mentoring Nonprofit mentoring programs are taking off all across the country#.V8xs_ZgrLb0](https://charityvillage.com/Content.aspx?topic=All+about+mentoring+Nonprofit+mentoring+programs+are+taking+off+all+across+the+country#.V8xs_ZgrLb0)

²⁷ http://www.canadastop100.com/young_people/young_people_magazine_2013.pdf and <http://www.canadastop100.com/national/>

²⁸ <https://www.philanthropy.com/article/Lack-of-Women-in-Top-Roles/153197>

²⁹ <https://www.americanprogress.org/wp-content/uploads/2012/11/CostofTurnover.pdf>

³⁰ See here for more information: http://ssir.org/articles/entry/the_ripple_effect_of_foundation_culture

purview of an industry network like Philanthropic Foundations Canada (PFC)³¹ or the Ontario Nonprofit Network (ONN) whose roles are to provide membership services, resources and advocacy for Canadian philanthropy (the former), and network non-profit organizations with one another, representing and advocating for their interests with government, funders and businesses (the latter). Professional associations like the Association of Fundraising Professionals (AFP) offer mentoring opportunities as a benefit of membership, or as a core component of a training program like the AFP Foundation for Philanthropy *Fellowship in Inclusion and Diversity*, and are both great examples of external mentorship programs but for one detraction. They are limited to their members (who pay yearly fees that can be for some quite cost-prohibitive) or are available to only a handful of successful fellows as in the case of the fellowship. A mentorship program by and for the philanthropic sector needs to encompass all staff roles and should have the backbone funding, strategy and coordination support of a larger regional organization or network.

v. TRAINING

Philanthropic organizations should support racialized women in their workforce to undertake further training in order to advance internally, acknowledging that one of the common non-profit recruitment rebuttals is that 'there aren't enough qualified women of colour to fill leadership roles'. Forty-one percent of survey respondents attested to not receiving institutional support to study a formal course at a local university or college. This includes neither receiving financial support to pursue courses that would better equip them to excel in their current or desired roles, nor the encouragement and time flexibility to pursue additional studies. This feedback certainly indicates an opportunity in our sector to support women who add incredible value and expertise to the work. Building the capacity of these women, and rewarding them for pursuing extra training is recognizing and formally acknowledging that access to formal training is a privilege that many don't have as a result of multiple barriers including financial resources, geographic location, ability and language.

The Circle on Philanthropy and Aboriginal Peoples in Canada³² research paper interviewed informants working in philanthropic organizations dedicated to the Aboriginal community, and learnt through key informant interviews that the majority of them recruit through their internal networks when needing to fill a staff or Board position with Aboriginal candidates. Even still, they report that filling these roles has been very difficult and explain that it is partly due to Aboriginal people not seeing themselves represented in the grantmaking world and as a result, there is limited availability of qualified candidates. Informants recommended that in order to build the capacity of the Aboriginal community, opportunities like Aboriginal-dedicated internships, volunteer opportunities in funding organizations, and non-profit management and governance training need to be created in order to encourage greater interest in the field of philanthropy and grantmaking. Additionally, promoting stories of Aboriginal people working in the sector would encourage other individuals to consider applying to work in the sector.

Fellowship programs are important gateways to funded professional development training in leadership and management for racialized or diverse women and communities. Fellowship programs like the AFP Foundation for Philanthropy *Diversity and Inclusion fellowship*, CSI's Agents for Change, Toronto City Summit Alliance's DiverseCity fellowship, and Maytree Foundation's certificate program 'Leaders for change', were all cited by

³¹ <http://pfc.ca/about-pfc/>

³² http://www.philanthropyandaboriginalpeoples.ca/wp-content/uploads/Measuring_the_Circle_Final.pdf

survey respondents as good examples to build from, with the recommendation to increase the number of accepted participants.

There are however limitations to many fellowship programs that directly impact on racialized women. Mentorship, a critical component of many of these programs, is time-limited. The relationship developed during the fellowship may not mature beyond the short time of the fellowship, and unless mentor and mentee develop a genuinely reciprocal and supportive relationship during this time that can be nurtured beyond the fellowship program, there is a high likelihood that the relationship and support that comes with it will diminish after the program ends. Additionally, for many of these programs an employer needs to provide a reference or at the very least be in support of their employee participating. Employer buy-in can be a serious barrier for women who aren't supported by their supervisor or board - as evidenced by the survey data, many racialized women do not feel supported by their management team.

Fundamentally though networking, mentoring and training in and of themselves will not shift systemic issues; we need a culture that supports and holds up racialized women and communities, and a sector-wide commitment to identify and eliminate institutional barriers, biases and structures that impede their ability to advance and succeed as leaders, while holding organizations accountable to meeting even basic diversity and inclusion metrics. This necessitates that people with privilege, in particular, White leaders that dominate the non-profit and philanthropic sector, reflect on their own privilege, become intentional allies to racialized women by challenging inequity within their organizations, and mentor and sponsor racialized women so they can advance into meaningful leadership roles.³³

CONCLUDING THOUGHTS

Diversity and inclusion practices in the non-profit sector broadly, and philanthropic sector specifically are being implemented in a sporadic and limited way with the result that representation of racialized women particularly in management and executive leadership roles is sparse. This is most pronounced in smaller non-profit organizations. Through survey and interview data, this report demonstrated that there are internal opportunities to improve recruiting, retaining and advancing racialized women vis a vis strategic diversity and inclusion policies that are integrated into an organizational strategic plan and internal values, and monitored and measured for efficacy. Starting at the board and trustee level, organizations committed to advancing diversity and inclusion will benefit from innovative and creative thinking and practices, and authentic relationships with the communities they serve.

Complimenting internal organizational practices, external opportunities like sector-wide training, mentorship and networking, will enable racialized women to grow in their roles and in the sector overall, and large networks like the ONN as an example, are best positioned to provide sector-wide backbone support for any of these initiatives.

Acknowledging that this research was intentionally limited in scope, I encourage other researchers to undertake similar research for the entirety of the non-profit sector as diversity, equity, and inclusion practices in the sector remains a fundamental issue that needs concerted attention and monitoring.

³³ For additional information: <http://blog.ncrp.org/2016/05/philanthropy-lets-talk-race-baby.html>

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APPENDIX 1: TERMS OF REFERENCE

Aboriginal and/or Aboriginal peoples: the term Aboriginal is the collective name for the original people of North America and their descendants. The Canadian Constitution (the Constitution Act, 1982) recognizes three groups of Aboriginal peoples — Indian (commonly referred to as First Nation), Métis and Inuit. These are three distinct peoples with unique histories, languages, cultural practices and spiritual beliefs.³⁴

Ally: a person who supports an individual or group to be treated equitably and fairly. This often grows out of the self-awareness of inequities or privileges we have experienced. Action is taken individually or collectively to create conditions that enable everyone to have equal access to resources and benefits.

Community Foundations: the purpose of a community foundation is to build an endowment for the benefit of a particular geographic community. Donors can set up individual funds in a community foundation and have as little or as much control as they wish in determining which charities benefit from their fund. Donors can also choose to contribute funds to the community foundation's general endowment fund, the income from which is distributed by the community foundation's board of directors to address needs and opportunities in the community.³⁵

Equity: is giving everyone what they need to be successful whereas *equality* is treating everyone the same. Equity *appears* unfair, but it actively moves everyone closer to success by "leveling the playing field."³⁶

Grantmaking organization: similar to community foundations, it is an organization, generally a public charity acting as a foundation, that engages in a process of delivering funds, money, or resources to those who qualify for them as decided by the grantmaking organization.

GTHA: the Greater Toronto and Hamilton Area (GTHA) is a contiguous urban region that is composed of some of the largest cities and metropolitan areas by population in Ontario, Canada. The GTHA consists of the City of Hamilton, Halton region, Peel region, the City of Toronto, York region, and Durham region.

Intersectionality or intersectional framework: the intersection, or crossover, of our many identities affects how each of us experiences the world (based on our class, race, gender, sexuality etc.). These intersections occur within a context of connected systems and structures of power (e.g., laws, policies, state governments, other political and economic unions, religious institutions, media), and depending on the context, these identities either afford us privilege or result in experiences of discrimination or oppression.

Micro-aggression: the slights, putdowns and invalidating remarks that racialized people experience every day when interacting with people who unknowingly engage in implicit racism.^{37 38}

Racialized: racialization is the very complex and contradictory process through which groups come to be designated as being of a particular "race" and on that basis subjected to differential and/or unequal treatment. While white people are also racialized, this process is often rendered invisible or normative to

³⁴ http://www.philanthropyandaboriginalpeoples.ca/wp-content/uploads/Measuring_the_Circle_Final.pdf

³⁵ <http://pfc.ca/canadian-foundation-facts/>

³⁶ <http://everydayfeminism.com/2014/09/equality-is-not-enough/>

³⁷ http://www.ucop.edu/academic-personnel-programs/files/seminars/Racial_Microaggressions_Tool_Critical_Race%20Research_PerezHuberSolorzano.pdf

³⁸ <http://www.theglobeandmail.com/life/relationships/derald-wing-sue-on-microaggressions-racism/article30821500/>

those designated as white, and as such, white people may not see themselves as part of a 'race' but still as having the authority to name and racialize 'others'.³⁹

The term "racialized groups" is used to describe non-aboriginal people of colour, also referred to by Statistics Canada and in the Federal Employment Equity Act as visible minorities. Its use here and elsewhere suggests a discomfort with the official use of the term "visible minority" because it implies permanence of minority status that is imposed on this population. Racialized denotes that process of imposition, the social construction of the category, and the attendant experience of oppression as opposed to the seemingly neutral use of the terms "visible minorities" or "racial minorities," which have the effect of masking oppressions.⁴⁰

Private vs. Public Foundations: both public and private foundations are charities. The difference is that a private foundation is controlled by a single donor or family through a board that is made up of a majority (more than 50%) of directors at non-arm's length. A public foundation is governed by a board that is made up of a majority of directors at arm's length. A private foundation is not allowed to engage in any business activity, but it can operate its own charitable program. All charities are registered by the Canada Revenue Agency (CRA). When registering a charity, CRA designates it as a "charitable organization," a "public foundation," or a "private foundation," depending on its structure, its source of funding and its operation.⁴¹

Privilege: the experience of freedoms, rights, benefits, advantages, access and/or opportunities afforded to members of a dominant group in a society or in a given context.

Sponsoring vs Mentoring: You may or may not know who they are but sponsors are people who will advocate for you in the workplace when you need to be more visible, whereas a mentor is a source of guidance and advice, though not necessarily a coach or an advocate.⁴²

Tokenism: is the practice of making only a perfunctory or symbolic effort to be inclusive to members of minority groups, especially by recruiting a small number of people from underrepresented groups in order to give the appearance of racial, gender or sexual equality within a workforce.⁴³

³⁹ <http://www.ucalgary.ca/cared/racialization>

⁴⁰ http://www.yorku.ca/lfoster/2006-07/sosi4440b/lectures/RACIALIZATION_THEPROCESSOFACIALIZATION.html

⁴¹ <http://pfc.ca/canadian-foundation-facts/>

⁴² <http://www.forbes.com/sites/forbesleadershipforum/2015/10/02/mentorship-vs-sponsorship-and-how-to-maximize-both/#393e5c6c2a74>

⁴³ <https://www.clutchmagonline.com/2013/04/dealing-with-tokenism-in-black-america/>

BIO

Currently residing outside of the Washington, D.C. area, Toni Francis-Bowie was born and raised in South Africa before immigrating to the GTHA in her late teens. She identifies as an intersectional feminist with a deep commitment to affecting positive and sustainable change on social justice issues including violence against women, racism, poverty and housing precarity, and has worked in several non-profit organizations supporting immigrant, refugee and newcomer women and girls before transitioning to the philanthropic sector. Her most recent role as a Programme Officer with the Stephen Lewis Foundation, had her supporting 60 projects across 15 Sub-Saharan African countries most impacted by HIV/Aids challenges including poverty, gender-based violence, and precarious access to ARVs, and educational support. Toni has a M.A. and Honours B.A. from York University, Toronto.

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