



TRILLIUM NETWORK
FOR ADVANCED MANUFACTURING



Bridges, Not Barriers: Advancing Racialized Women in Ontario Manufacturing

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The Trillium Network for Advanced Manufacturing is a provincially-funded non-profit organization that raises public and investment awareness of Ontario's advanced manufacturing ecosystem with the intention of supporting growth and competitiveness. Our offices are located on the campus of Western University in London.

For more information please visit: www.trilliummfg.ca



Introduction

Ontario prides itself on the cultural and ethnic diversity of its citizens. However, this diversity is less well-represented in Ontario's manufacturing than it is elsewhere in the economy. Over the years, efforts to diversify the manufacturing workforce have been met with limited success compared to other industries. This record of limited success is increasingly untenable given Ontario's aging population and increasingly tight labour markets. In order to remain competitive, Ontario manufacturers must develop innovative and potentially unconventional strategies to engage skilled and talented persons from an increasingly diverse population.

Ontario is one of the most affluent places in the world. This affluence is closely linked to the province's diverse economy and multicultural population. If Ontario manufacturers want to remain globally competitive, they must engage more people - including leaders - from Ontario's increasingly diverse population and must do so in an environment where competition for talent is fierce.

This report focuses specifically on racialized women in Ontario's manufacturing sector. It employs an intersectional lens, which recognizes that different facets of a person's identity - including (but not limited to) gender, race, and age - invariably affect their experience in the workplace. The report is informed by government statistics and by interviews with three racialized women who own or lead manufacturing companies.

Our analysis of government statistics is unsurprising. It shows that racialized women are underrepresented in manufacturing generally and significantly underrepresented in management occupations. It also shows that racialized women earn substantially less than men and non-racialized women. In fact, it shows that among managers, racialized women with university degrees earn less than non-racialized men and women with no post-secondary training whatsoever. That seems problematic at best.

Our interviews with racialized women who own or lead manufacturing companies are insightful and inspiring. While our sample is small (but potentially representative), the lessons learned are important and demonstrate the value of diverse leadership to a diverse workforce, the value of mentorship, the importance of networking through 'ecosystems of support', and the positive effects of supplier diversity programs.

In order to remain competitive, Ontario manufacturers must develop innovative and potentially unconventional strategies to engage skilled and talented persons from an increasingly diverse population.

The report also presents six actionable lessons for manufacturers and other industry stakeholders seeking to diversify their workforce and leadership. These include:

1. Collecting and analyzing demographic data;
2. Investing in employee education and development;
3. Investing in entrepreneurship through education and program development;
4. Ensuring procurement practices are accessible to diverse networks of suppliers;
5. Developing and showcasing diverse and culturally-competent leaders;
6. Recognizing and addressing implicit biases.

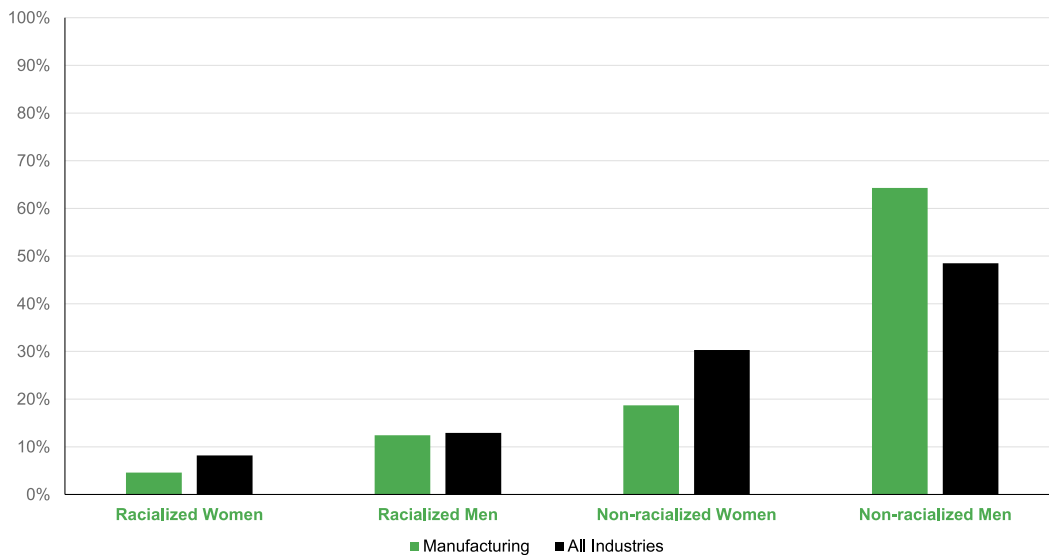
The report is part of a broader Trillium Network initiative that focuses on diversity and inclusion in Ontario manufacturing. It follows a recent report that focuses on manufacturers that have made significant progress in recruiting, retaining, and supporting the career advancement of women, and precedes a program of work that focuses on younger persons in Ontario's manufacturing industries.

Racialized Women and Ontario Manufacturing

Racialized women accounted for 13 percent of Ontario’s workforce, but only 10.1 percent of the manufacturing workforce. Racialized women are also considerably underrepresented in management and leadership positions, accounting for 8.2 percent of all management occupations in all industries and 4.6 percent of management occupations

within manufacturing. Compare this to non-racialized men and racialized men, who are both overrepresented among manufacturing management (see Figure 1). The underrepresentation of racialized women (and of women generally) in management and leadership positions is a significant barrier to diversity and inclusion in manufacturing.

Figure 1 - Gender and Race as a % of Management Occupations in Ontario

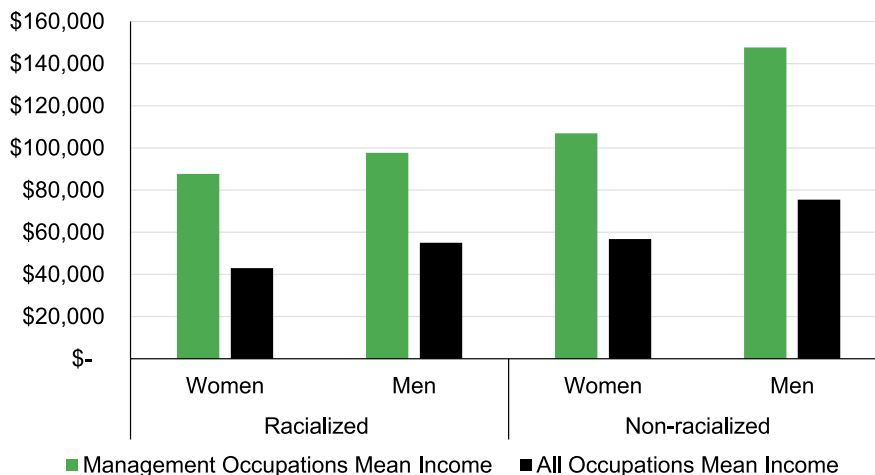


Source: 2016 Census of Population [Canada] Public Use Microdata File (PUMF): Individuals File

Racialized women earn less than both non-racialized women and men (Figure 2). Moreover, racialized women who work in manufacturing earn less on average than racialized women across all industries. This is not the case for non-

racialized women nor men who work in manufacturing, all of whom earn more than the average across all industries. These income differentials present a barrier to diversity and inclusion in manufacturing.

Figure 2 - Average Incomes by Occupations, Gender, and Race



Source: 2016 Census of Population [Canada] Public Use Microdata File (PUMF): Individuals File

Income differentials are similarly pronounced within management occupations in manufacturing. Racialized women in management occupations within manufacturing earn approximately 59 cents for every dollar that non-racialized men earn (Table 1). These differentials, however, are less pronounced than they are across all industries, where racialized women in management positions earn 55 cents for every dollar that non-racialized men in similar positions earn. Moreover, the earnings of racialized women in management positions in manufacturing are higher than those of racialized and non-racialized women and of racialized men in management positions across all industries (but still much lower than the average for non-racialized men). Racialized women in management positions are therefore likely better off in manufacturing than in other industries, although they remain much less well off than men or non-racialized women.

University-educated racialized women in management positions within manufacturing earn about \$18,000 less on average than non-racialized men with no post-secondary education.

Table 1 - Average Annual Earnings in Ontario Manufacturing Management Occupations by Educational Attainment, Gender, and Race

Education Level	Non-racialized Men	Racialized Men	Non-racialized Women	Racialized Women
Secondary or Less	\$ 106,510	\$ 58,851	\$ 95,558	\$ 47,615
Trades and Apprentice	\$ 135,709	\$ 79,000	\$ 67,000	\$ 39,000
Non University Program	\$ 136,808	\$ 77,367	\$ 83,446	\$ 69,556
University certificate or diploma below bachelor level	\$ 150,545	\$ 76,400	\$ 107,570	\$ 157,620
Bachelor's degree	\$ 187,581	\$ 105,231	\$ 122,437	\$ 88,447
University certificate or diploma above bachelor level	\$ 208,637	\$ 167,302	\$ 116,690	\$ 121,333
Master's degree	\$ 216,121	\$ 230,000	\$ 138,276	\$ 126,513

Source: 2016 Census of Population [Canada] Public Use Microdata File (PUMF): Individuals File

The income differentials noted above can not be explained by differences in education. Rather, our analysis of the income of manufacturing managers according to gender, race, and education suggests that the issue of income differential is perhaps more problematic than anticipated. Table 1 shows the extent of income differentials between racialized women and non-racialized men in manufacturing positions based on educational attainment. They demonstrate that university-educated racialized women in management positions within manufacturing earn about \$18,000 less on average than non-racialized men with no post-secondary education whatsoever. This is both problematic and unsustainable. These income differentials are also true for racialized women in management positions in manufacturing and across all industries. They are not the case for racialized men nor non-racialized women.

One explanation for these income differentials is linked to the manufacturing industries where racialized women are concentrated (Table 2). For example, racialized women make up more than half of the clothing manufacturing workforce, where the average annual income was \$41,536. Conversely, racialized women made up only 2 percent of the primary metal manufacturing workforce and 7.2 percent of the transportation equipment manufacturing workforces, where average annual incomes were \$72,733 and \$64,611 in 2019, respectively.¹ The outliers in this respect were computer and electronics manufacturing and chemical manufacturing, where racialized women made up 17 percent and 18.2 percent of the workforce, respectively. Chemical manufacturing includes Ontario's relatively large pharmaceutical and medicine manufacturing industry, which is becoming well-known for its progressive diversity and inclusion practices.

¹ Income data is from SEPH in 2019 (Statistics Canada, 2021; CANSIM Table 14-10-0204-01)

There is a diversity of experiences among racialized women from different backgrounds within manufacturing. Women of South Asian and Chinese ancestry represent the largest groups of racialized women employed in Ontario's manufacturing sector (see Figure 3). Their earnings, however, differ considerably, as women of South Asian ancestry earn more than \$10,000 annually than women of Chinese descent, on average. Black and Filipino women represent the third and fourth largest groups of racialized women in manufacturing, and earn more than South Asian women but less than Chinese women, on average. These diverse experiences do not extend to management occupations, however, where racialized women are all but excluded.

The underrepresentation of racialized women in manufacturing is concerning. The outsized underrepresentation of women in management positions, income differentials, and the concentration of racialized women in lower-paying industries is problematic and unsustainable. If Ontario manufacturers want to access top-flight talent, it is important for them to engage persons from diverse backgrounds. This will be difficult to do if the opportunities for women, racialized persons, and racialized women specifically continue to be concentrated in lower-paying industries and occupations with little room for advancement. It will also be difficult to effectively engage persons from diverse backgrounds if management, leadership, and ownership are not similarly diverse (as the adage goes, if you can't see it, you can't be it). We elaborate upon the importance of diverse and culturally competent management, leadership, and ownership in the next section.

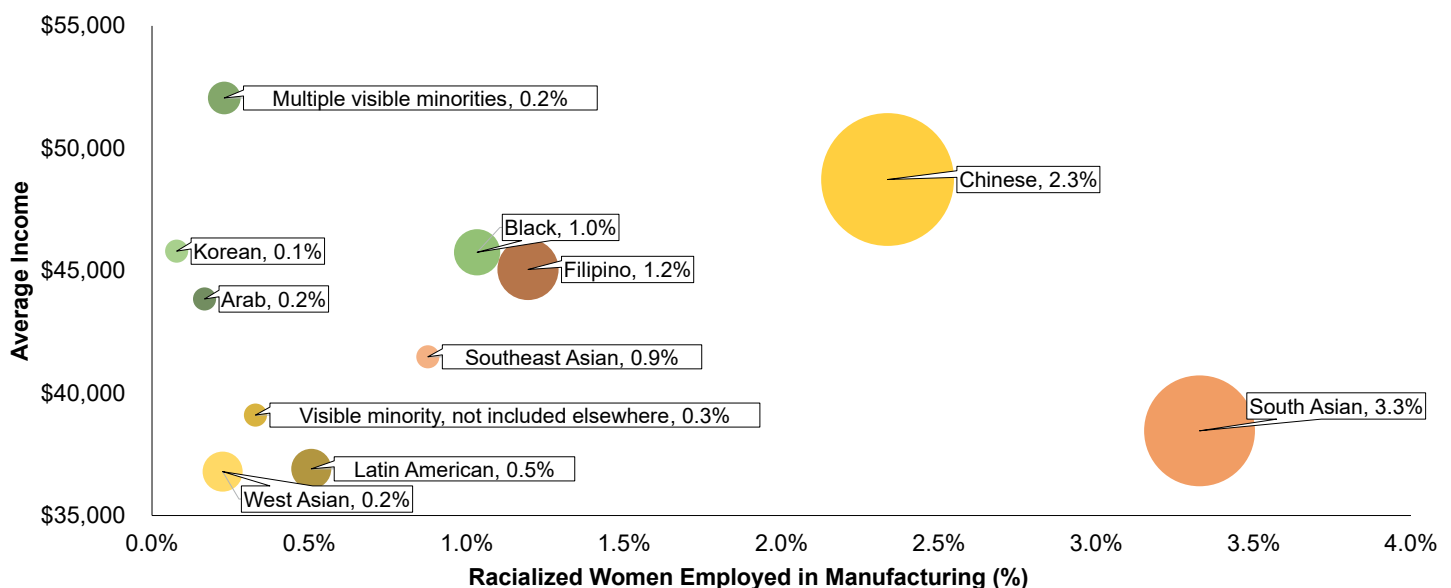
Table 2 - Average Annual Earnings and % of Racialized Women Employees by Industry

Industry	Average Annual Earnings (All Employees)	Racialized Women % of All Employees
Food	\$47,390.72	17.60%
Beverage & Tobacco	\$50,216.40	5.80%
Textile Mills	\$52,715.52	16.00%
Clothing	\$41,536.04	50.20%
Wood	\$51,193.48	2.60%
Paper	\$68,609.32	7.90%
Printing	\$51,667.72	11.80%
Chemical	\$75,707.84	18.20%
Plastics & Rubber	\$55,059.16	16.00%
Non-Metallic Minerals	\$60,972.60	4.00%
Primary Metal	\$72,733.44	2.00%
Fabricated Metal	\$59,090.72	5.40%
Machinery	\$64,938.64	4.40%
Computer & Electronics	\$72,533.76	17.00%
Electrical Equipment	\$62,627.24	11.10%
Transportation Equipment	\$64,611.04	7.20%
Furniture	\$47,985.08	10.70%
Miscellaneous	\$54,899.52	13.50%

Source: 2016 Census of Population [Canada]

There is a diversity of experiences among racialized women from different backgrounds within manufacturing.

Figure 3 - Earnings and % of Racialized Women in All Occupations



Source: 2016 Census of Population [Canada] Public Use Microdata File (PUMF): Individuals File

Meet the Leaders: Manufacturing Leader Profiles

Racialized women are a potentially important but under-engaged source of manufacturing talent. But this is not enough. It is equally, if not more, important to ensure that there are opportunities for racialized women as managers, leaders, and owners of manufacturing companies. In this section, we learn why this is important and what we can do about it from three racialized women who own or have owned manufacturing companies in Ontario.

Peng-Sang Cau - ATS Automation

Peng-Sang Cau is a Vice-President at ATS Automation and the former President and CEO of Transformix Engineering in Kingston, which she founded in 1995 (and whose technology was acquired by ATS Automation in 2018).

Raised by business owner parents, Cau is no stranger to the spirit of entrepreneurship. Her parents owned businesses prior to and after leaving Cambodia and coming to Canada as refugees in 1980. After working in IT Consulting as a Marketing Manager, her passion for entrepreneurship and innovation led her to co-found Transformix, an advanced manufacturing company. Her background in marketing and sales and a lifetime of exposure to business operations provided the experience necessary to grow Transformix from her basement to the global stage.

According to Cau, the primary drivers of her success is tenacity, resiliency and a simple formula that became part of Transformix's corporate culture.

Success = I²RP which stands for INNOVATION, INTEGRITY, RESPECT, PASSION.

She also recognizes the loyalty and support of those around her, including her family, business partners, the employees at Transformix, and peers who supported her career advancement over the years.

“Growing up, when I looked at magazines, the images of success and beauty were never represented by someone who looked like me.”
- Peng-Sang Cau

While Cau emphasizes the importance of defining success on your own terms and being your own role model, she recognized that representation matters. According to Cau, “Children need to see people who look like them in fields like STEM to know what is possible.” Elaborating on the importance of representation



and diverse role models, Cau notes, “Growing up, when I looked at magazines, the images of success and beauty were never represented by someone who looked like me. The perception of ... all these things that we deserve just as well as anybody was never represented by anyone that looks like us, talks like us, going through the [expletive] that we've gone through.”

As a Chinese woman in manufacturing management where representation is less than 2% and a motivational speaker, Cau has been a role model and inspiration for many young women. However, only recently has Cau become more comfortable with her role as a representative of racialized women as an entrepreneur and a leader in manufacturing. This is partly because of the positive feedback that she has received on the impact of her visibility. She recalls the feedback from one presentation at a local college, where the faculty emailed her about the impact she had on one particular student. Paraphrasing the faculty, she said that the student “came from very conservative Taiwanese parents, and after listening to you, she was inspired, and she found the will to stay her course to follow her dream.” Cau has a similar anecdote from a Chinese female engineering student after speaking at an Engineering Conference whereby the student asked Cau how she could become like Cau.

One interaction that really touched Cau was when she returned to Cambodia in 2014. A Chinese Cambodian elderly man stopped her at a hotel lobby where she was staying with her father and sister. After a conversation, Cau learned that her proud older siblings had

shared with his networks a photo of Cau taken with Prime Minister Harper during a Trade Mission to China. This gentleman stopped Cau to let her know that he felt proud as a Chinese Cambodian refugee after seeing that photo. For him, Cau had represented all Chinese Cambodian refugees at her trade missions with the Prime Minister. Cau went on two missions in 2014.

Cau feels a sense of pride that she is currently working for ATS, a Canadian company that is developing advanced manufacturing technologies, including Symphoni™, the technology Cau sold to ATS. The Life Science division where she is a VP is developing and building automation equipment for some of the world's largest pharma and medical devices companies. The final product produced on ATS's equipment improves people's lives. Giving back to society is fundamental to Cau's DNA and her motivation for doing all that she does. In her own words, "At the end of my life, I want to look back and say, 'I did something with my life. I didn't just exist.'"

Kathy Cheng - Redwood Classics Apparel

Kathy Cheng is the founder and President of Redwood Classics Apparel.

Located in Scarborough, the previous iteration of Redwood Classics Apparel was founded by Cheng's parents in 1988. Cheng began working at the company in 2000, and inspired by the dedication of Redwood's employees (many of whom have been with the company since the 1990s), joined her parents as a partner. She became President of a newly-restructured Redwood Classics in 2009.

Redwood Classics is a vertically integrated clothing manufacturer. The company is unique among its competitors in Ontario in that it handles all aspects of production, including cutting, sewing, dyeing, embroidery, and screen-printing, in-house. Vertical integration also helps the company reduce their carbon footprint, which is a welcome anomaly in an era of less sustainable 'fast fashion.'

Cheng is an ardent proponent of supplier diversity programs for larger manufacturers and supplier development programs for smaller companies. While the former programs provide smaller and more diverse companies with opportunities, the latter programs help smaller companies to augment and upgrade their leadership skills and business acumen. Cheng elaborates: "through supplier diversity, I know that I have been able to get access to education, to programs, and to intelligence, and to mentors and connections that I would not otherwise have access to." She places particular emphasis on the value of networks and programs dedicated to women and racialized persons.

Cheng shared her thoughts on some of the specific programs she has participated in. In her words: "every year, I find my voice being stronger and stronger through the development programs I have had access to through supplier diversity ... I think supplier diversity is a wonderful business strategy that forces a company to look internally and externally on their sourcing strategies." As someone who typically works "downstream" in the supply chain, networking with other women in the EY Entrepreneurial Winning Women Class of 2014 and Accenture's Diverse Supplier Development Program Class of 2019 taught Cheng the importance of certain aspects of public affairs, like having an "elevator pitch", and of company development, including design thinking.



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- Kathy Cheng

Cheng shared that prior to these programs, she did not see herself as a leader. According to her, supplier diversity encourages businesses to understand the characteristics of those throughout their supply chain and production networks. Over time, Cheng has actualized her own vision for Redwood Classic's role in supplier diversity and community-building. Currently, Redwood Classics sources 69 percent of their product from local businesses owned by women and racialized persons. As Cheng notes, "if we were [immigrants] ourselves, and we know that we've been able to elevate our family, socio-economic impact, and others within our organization because of an opportunity. Why would we not do that for others?"

Cheng and her company provide opportunities to those who may not otherwise have access to them. For example, Redwood Classics has approached fashion schools - such as George Brown College's Fashion Exchange - to provide internships to international students. These opportunities are incredibly valuable to international students, who face barriers accessing work-integrated learning and subsequent employment opportunities in the event that they do not have Canadian experience. Cheng is firm in her conviction that "someone's got to hold the door open for someone." By actively engaging a diverse and international talent pool, Cheng and her company benefit from a team with extensive and specialized experience and knowledge.

Niru Somayajula - Sensor Technology Ltd.

Niru Somayajula is the President and CEO of Sensor Technology. Located in Collingwood, Sensor Technology manufactures piezoelectric ceramic sensors, custom acoustic sensors and systems for underwater use. Founded as a spin-off of Blue Mountain Pottery by Somayajula's parents in 1983, the company's products have applications in the resource extraction, defense, marine, and fishery industries. Somayajula joined Sensor Technologies in 2007 as an Operations Manager and became CEO in 2011.

Somayajula is fascinated by the ocean and ocean technologies. This interest inspired her to create her own legacy through Sensor Technology. "I stayed [in manufacturing] because I loved it and fell in love with the process and the technology," she says. Motivated by her innovative ideas and by those who help her execute them, Somayajula has charted an ambitious path for Sensor Technology. This ambition is evident in the company's expansion to Nova Scotia, where they manufacture underwater sensors.

Somayajula believes in being intentional about career advancement opportunities for women. She also credits much of her own success to mentors and colleagues within Sensor Technology and from peer networks. Somayajula is part of

the Women Presidents' Organization and the Ontario-based Innovators Alliance, both of which are CEO peer groups, which provide her with guidance and innovative perspectives on problem-solving. She also benefits from a CEO coach who recommends a back-to-basics approach that focuses on interpersonal contact in all aspects of business. Somayajula credits these mentors, coaches, and networks with helping her overcome her self-described 'quiet-natured' tendencies in order to focus on strategic relationship building and initiating client outreach to grow Sensor Technology.



In navigating her leadership role, Somayajula is increasingly focused on being authentic. "I've really found the easiest way to manage all of this is just to be me, and if I don't try to be somebody else or try to be more like them, that I've often been more successful. And just being myself, being good at what I do, which is what I have control over, that's really been the biggest driver of my success or what I've been able to do."

Somayajula has also taken steps to focus on competency, as opposed to demographics, when recruiting. Acknowledging that demographic cues on resumes create bias, she hides applicants' names and concentrates on their qualifications. She encourages other businesses to follow her lead, have open hiring practices, and hire for the best, most competent person.

“[By] being myself [and] being good at what I do, which is what I have control over, that's really been the biggest driver of my success.”

- Niru Somayajula

Making Connections: Common Themes from Current Leaders

During our interviews, we identified several important themes supporting the advancement of racialized women in leadership roles in manufacturing. These included 1) identity, 2) representation, and 3) ecosystems of support.

Identity shapes people's perspectives, experiences, and prospects in the workforce and the economy. Identities are intersectional, and shaped by a number of factors, including gender, race, and age. While Cau, Cheng, and Somayajula's experiences as racialized women are in some ways similar, they are also nuanced by their ancestry and their paths to Canadian citizenship.

The **representation** of diverse identities in companies or industries encourages persons who share those identities to consider careers in those companies or industries. This is especially true for persons from underrepresented groups who have fewer role models or mentors with whom they identify. Therefore, showcasing leaders and role models from underrepresented groups is critical for manufacturers interested in developing a more diverse workforce. The proportion of racialized women in management positions within manufacturing remains low. If this is to change, it will be important to increase the visibility of those women to counter assumptions of who the typical manufacturing managers are and provide role models for a more diverse population.

Cau, Cheng, and Somayajula all spoke of the importance of their personal and familial support networks - including their business-owning parents - to their career advancement. This led to a general familiarity with entrepreneurship and manufacturing. "Dinner table conversations were often around manufacturing and manufacturing challenges incurred that

Identity shapes people's perspectives, experiences, and prospects in the workforce and the economy.

day," shared Somayajula. They benefited from the support of industry peers, CEO coaches, allies within larger companies, and supplier development programs as well. The combination of these informal and formal support networks was often referred to as an **ecosystem of support**.



The reality is that most racialized women do not have access to these ecosystems of support. When combined with the lack of representation, it becomes even more important for leaders like Cau, Cheng, and Somayajula to "pay it forward", be visible, and serve as role models and mentors. Cheng succinctly summed up the motivation behind her efforts here: "someone's got to hold the door open for someone." This often means serving on panels and advisory boards, providing support for the more technical elements of manufacturing and entrepreneurship, mentoring young professionals, funding scholarships for women in STEM, and supporting employees' career advancement by sponsoring apprenticeships. These initiatives have the added benefit of allowing Cau, Cheng, and Somayajula to promote themselves as supportive employers, promote STEM-related occupations as a viable career path for racialized women, and provide opportunities for entry to and advancement within manufacturing.

Showcasing leaders and role models from underrepresented groups is critical for manufacturers interested in developing a more diverse workforce.

Six Lessons for Manufacturing Workforce Diversity

The section identifies six actionable lessons shaped by our research and our conversations with Cau, Cheng, Somayajula, and representatives of CAMSC. These build on some of the lessons in our recent report, Gender Diversity in Ontario Manufacturing.

1. Collect and Analyze Demographic Data

You can't manage what you don't know.

One of the best places to start is by collecting demographic data about your workforce and comparing that to your broader industry, region, or the workforce overall. While there are restrictions related to privacy, companies are generally permitted to use these data to evaluate barriers to employment and career advancement.² There are several organizations and associations - like the Trillium Network - that can support or validate data collection and analysis.

Manufacturers can use these data to assess any existing differences in employment or earnings based on gender and race within the organization. Data can also help inform policies and programs designed to address these gaps or to evaluate the effectiveness of these and other programs. Finally, they can increase the visibility of companies that are making progress on gender or racial diversity within their workforce and leadership.

- Collect workforce data related to demographics, occupation, and earnings;
- Augment the above with data related to recruitment, retention, and advancement, including interview callbacks, employment offers, compensation, promotion, precarity (e.g. limited-term contracts vs. permanent employment, part-time vs. full-time);
- Consult outside non-profit organizations as necessary to validate and analyze these data.



2. Invest in Employee Education and Development

Access to opportunities for education and mentorship is especially important for the career advancement of underrepresented persons. These opportunities may be offered by one or a combination of government agencies, educational institutions, non-profit organizations, or companies themselves. For example, subsidized pre-apprenticeship programs may rely on resources provided by a company, college, and government agency to reduce the cost barrier to entering the trades.

This approach moves beyond a “deficit model”, which focuses on a perceived lack of competence, experience, or education among underrepresented groups, and towards a model that addresses systemic barriers and a limited awareness of opportunities in manufacturing among certain demographic groups.

- Identify workforce development opportunities and programs to develop skills, competence, and experience among underrepresented groups;
- Evaluate the effectiveness of these programs and adapt as needed.

3. Invest in Entrepreneurship through Education and Program Development

“We’re now talking about money and or resources acquired as you build a business, that’s more than just money for a particular project. That translates into the ability to not only keep a roof over my head, [and] give my children an education but also hire my neighbours and aid in building our community.”

- Cassandra Dorrington, President, CAMSC

In the most basic sense, diversity and inclusion is about recruiting, retaining, and supporting the career advancement of women and racialized persons. A more sophisticated, and in our view, increasingly important approach involves actively and intentionally identifying and supporting entrepreneurs, managers, and leaders.

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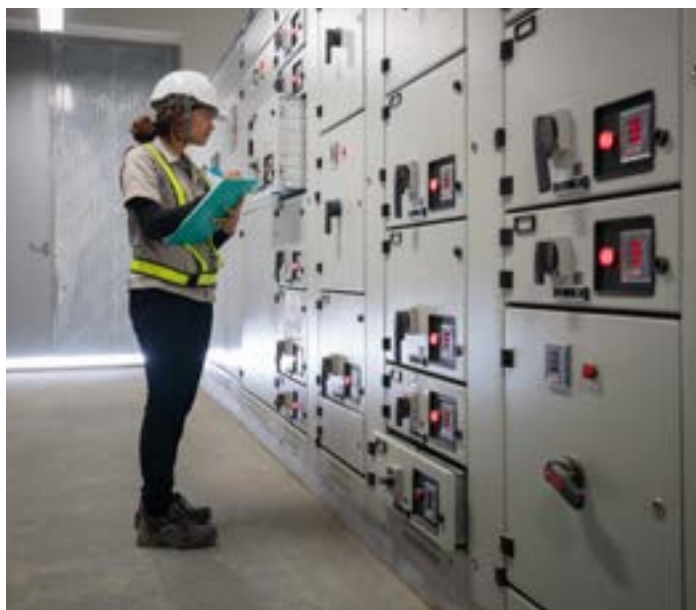
² See: Ontario Human Rights Commission. (2009). Count me in! Collecting human rights-based data.

One of the ways to do this is through inclusive procurement programs. This involves creating pathways and points of entry to leadership and ownership. Low-interest business loans are an example of how public policy can support the creation of opportunities to create sustainable and generational wealth among underrepresented groups. Larger manufacturers with extensive supply chains may also choose to work with organizations like CAMSC to identify and promote opportunities for suppliers owned by persons from underrepresented groups.

- Support and invest in inclusive procurement initiatives;
- Connect with organizations mandated to increase awareness of the opportunities and benefits related to inclusive procurement and supplier diversity and to connect with suppliers owned by women and racialized persons
- Learn about supplier diversity programs as a way to examine your broader sourcing strategies.

4. Ensure Procurement Practices are Accessible to Diverse Networks of Suppliers

To ensure more equitable access to opportunities, businesses can ensure procurement practices are accessible to a diverse network of suppliers, including small and medium-sized enterprises (SMEs). Racialized women are more likely to own SMEs than larger companies (Knight, 2016). SMEs typically face more barriers to procuring new business than their larger counterparts. These barriers include complex contracting processes and a lack of access to information about procurement opportunities. Larger companies that value supplier diversity may choose to divide larger and more complex procurement opportunities into smaller and more focused contracts, thus creating more opportunities for SMEs to procure contracts.



Businesses can ensure procurement practices are accessible to a diverse network of suppliers, including small and medium-sized enterprises (SMEs).

The social and economic impacts that accompany these opportunities (e.g. skill development, career advancement, capital expansion) are compounded over time as investments in supplier diversity lead to more equitable employment practices. In manufacturing, supplier diversity supports innovation and long-term business growth while providing economic opportunities to those historically excluded from the industry (Liao et al, 2017; Richard et al, 2014). They can also support larger manufacturers that have implemented diversity and inclusion programs to achieve goals related to transparency and ethics.

Several resources related to supplier diversity are available online through CAMSC (<https://camsc.ca/>).

- Consult with SMEs to evaluate the accessibility of procurement practices.

5. Develop and Showcase Diverse and Culturally-Competent Leaders

Companies with inclusive leadership benefit from a diversity of experience, perspectives, and ideas. Those seeking to increase the diversity of their leadership should endeavour to include the perspectives of all employees, including racialized women, when making relevant business or operational decisions. Actively consult racialized women in meetings and workshops. Involve racialized women when designing new policies or programs, especially if these policies or programs are related to diversity and inclusion. Choose accessible and inclusive spaces when scheduling meetings. Provide advance notice or set these meetings during core work hours to avoid conflicts with familial responsibilities. Consult with people individually to ensure that they are comfortable contributing to these meetings. If alcohol is present and work-related functions, at the very least recognize that it is perceived differently by different ethnic and cultural groups. Those seeking to promote manufacturing as an inclusive and viable career for racialized women and other underrepresented persons can start by providing them with a seat at the proverbial table.

Companies with culturally-competent leaders are better equipped to engage employees from diverse backgrounds and support their career advancement. Culturally-competent leaders recognize that employees from different backgrounds may have different norms and assumptions, are committed to learning more about different cultures and values, and can adapt and modify their practices and behaviour in an appropriate manner. These competencies allow leaders to set good examples for peers and employees within and outside of their companies.

Culturally-competent leaders recognize that the experiences and career prospects of racialized women are not the same. They are varied and intersectional, especially when it comes to earnings. The pathways to advancement within manufacturing careers are therefore equally diverse.

- Provide and promote development opportunities to employees regardless of their gender, race, or ethnicity;
- Consult racialized women when making decisions, especially if they are related to diversity and inclusion;
- Showcase leaders from underrepresented groups (with express permission);
- Be transparent about career advancement opportunities and encourage persons from underrepresented groups to pursue them;
- Be proactive! Ask employees about the factors that influence their decisions to pursue leadership opportunities;
- Create an environment that supports work-life balance.



6. Recognize and Address Implicit Biases

Despite changes in attitudes towards diversity and inclusion, work-related race- and gender-based biases persist (Block et al., 2019; Quillian et al., 2017). These biases, which can be as simple as preference for certain names, can influence hiring and promotion decisions. Companies can address these biases by removing names and assigning a code to resumes during the initial screening process, using standardized application forms, diversifying their hiring committee(s), creating clear and transparent processes to evaluate existing and prospective employees, and by supporting mentorship programs that pair racialized women with persons compatible with their career goals.

- Invest in diversity, equity, and inclusion training for all employees, including leaders. Prepare to respond to uncomfortable or defensive responses with patience and empathy;
- Use inclusive language in all forms of communication;
- Organize resource and affinity groups to facilitate candid and productive conversations among employees.

Racialized women are not the same. They are varied and intersectional, especially when it comes to earnings. The pathways to advancement within manufacturing careers are therefore equally diverse.

Conclusion

In order to remain competitive in the context of tight labour markets and an aging workforce, Ontario manufacturers must engage more people from demographic groups historically underrepresented in the industry. These groups include women, younger persons, and racialized persons. Those that do so are likely to benefit from an influx of talented employees that bring new and innovative perspectives to an industry that has long counted people as a primary competitive advantage.

This report focuses on the challenges and opportunities related to engaging racialized women in the Ontario manufacturing sector. Racialized women are underrepresented in manufacturing overall, and significantly underrepresented in manufacturing management roles. When they do occupy manufacturing management roles, they are paid significantly less (on average) than racialized men, non-racialized women, and non-racialized men.

Manufacturers seeking to engage talented persons from Ontario's diverse population will be most likely to succeed if they make intentional efforts to address the unique barriers to employment and career advancement faced by racialized women. Based on our analysis of government statistics and interviews with three racialized women who own or owned manufacturing companies, this report provides six actionable lessons for manufacturers to improve their engagement efforts. The Trillium Network for Advanced Manufacturing is optimistic about initiatives to better engage underrepresented groups, and looks forward to being a part of the progress.

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