







- Even at the most senior levels, women face **barriers to reaching a level playing field** with men due to male-centric norms around leadership, which are behaviors and roles typically associated with male leaders. While representation of women on the boards of Canadian companies is slowly increasing, they still only hold **21.5% of all board seats** among TSX-listed companies.
- Addressing gender equality will pay dividends in the broader national economy. If steps are taken to level the playing field for women, Canada could add \$150 billion in incremental GDP in 2026 or see a 0.6% increase of annual GDP growth.

### Practical steps to help employers recruit, retain, and promote more women and bring them onto boards

There are four main areas to supporting women in the workplace and setting them up to succeed. The following table provides suggestions that companies of all sizes in Canada can adapt to their unique culture and circumstances, as well as resources to help you get started. It doesn't matter where or how you start, the important thing is to start!

	Actions	Implementation resources
<b>RECRUIT</b>	<p><b>Expand candidate pools</b> by supporting internal mobility, going beyond your typical recruiting channels, and reviewing your benefits package to ensure it reflects the needs of women.</p> <p><b>Examine job descriptions</b> to ensure they don't inadvertently discourage women from applying.</p> <p><b>Provide "train-to-hire" options</b> for women to give them on-the-job experience that will propel them into jobs they currently consider out of their reach.</p>	<p><u>Tips</u> for recruiting more women to your company.</p> <p>How <u>mentorship</u> can help busi</p>







	<p><b>Hold senior leaders accountable</b> and provide financial incentives for progress on diversity goals</p> <p><b>Recognize and reward</b> women leaders for their achievements, particularly around DEI that drives better outcomes for their organizations.</p> <p><b>Provide networking opportunities</b> for women to connect with senior leaders and other women who can become their champions.</p> <p><b>Provide mentorship opportunities</b> to help connect women with other successful women to build confidence and leadership skills.</p> <p><b>Ensure women have sponsors</b> who can advocate for their accomplishments and potential, connect them to others in their network, and recommend them for bigger roles.</p> <p><b>Improve procurement/supplier diversity</b> to better level the playing field for women competing for business opportunities with male-run companies.</p>	<p><u>Leverage</u> organizations like WBE Canada, which bridges public and corporate procurement and Canadian women business enterprises.</p> <p><u>Improve</u> access to mentorships and <u>sponsorships</u>.</p> <p><u>Provide</u> regular, constructive and actionable feedback.</p>
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<b>GET ON BOARDS</b>	<p><b>Improve board diversity</b> by recruiting and attracting more women to board positions.</p> <p><b>Address key barriers</b> that even highly qualified women face when it comes to being candidates for board positions.</p> <p><b>Ensure board skill and experience</b> requirements are aligned to corporate governance realities of the current economic climate.</p> <p><b>Put in place board readiness training</b> and mentoring programs for women to widen the pipeline.</p>	<p><a href="#">Playbook</a> for getting women on boards.</p> <p><a href="#">Guide</a>: Stacking Your Board for Diversity.</p> <p><a href="#">Strategies</a> to get more women of colour on boards.</p> <p><a href="#">Tools</a> to help women with career planning and getting board ready.</p> <p><a href="#">Actions</a> organizations and leaders can take for a more inclusive workplace.</p>
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