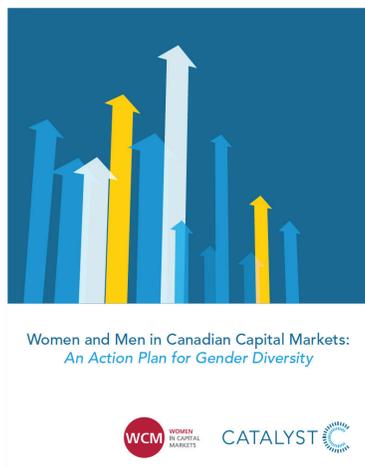


WOMEN AND MEN IN CANADIAN CAPITAL MARKETS: AN ACTION PLAN FOR GENDER DIVERSITY



Women continue to struggle to break through to the senior leadership ranks in Canadian Capital Markets despite more than a decade of concerted advocacy and good intentions. The Capital Markets industry is fast-paced and intense, with high workloads and demands, challenging assignments, and hard-working and smart colleagues. It is an exciting environment, but its culture is steeped in tradition about how work gets done, and long hours by all at all times is seen as necessary. Do long-held traditions, rather than a push for results, drive behavior?

Based on our conversations, there are disconnects between senior leaders and professionals in terms of the commitment—or lack thereof—to not only gender diversity, but also career development and people management. Moreover, there is a gap between Human Resources' intentions to foster diversity and talent management and how HR policies are understood by both men and women professionals.

[Women and Men in Canadian Capital Markets: An Action Plan for Gender Diversity](#), commissioned by Women in Capital Markets and conducted by Catalyst, finds that:

- Women in the industry are excited about and committed to their careers, yet some industry leaders still perceive that women are less committed, lack initiative, or do not have the mettle for leadership.
- The majority of men at all levels are able to point to sponsors who have supported their careers, while women struggle to identify sponsors or mentors who can help them successfully navigate their careers in Capital Markets—resulting in slower advancement and fewer female women role models at the top.
- A face-time culture creates unsustainable expectations that keep some talented, high-performing women—and men—from staying in the industry.
- While the industry has made increasing efforts to attract more women, there is a gap between Human Resources' intentions to drive gender diversity and talent management, and how these policies are understood by both male and female professionals.

This guide offers insight into what Capital Markets professionals perceive as some of the biggest challenges to gender diversity, and to a work culture and leadership that is inclusive and rewarding for both women and men.

BMO Financial Group, CIBC, National Bank, Royal Bank of Canada, Scotiabank, and TD Securities.

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