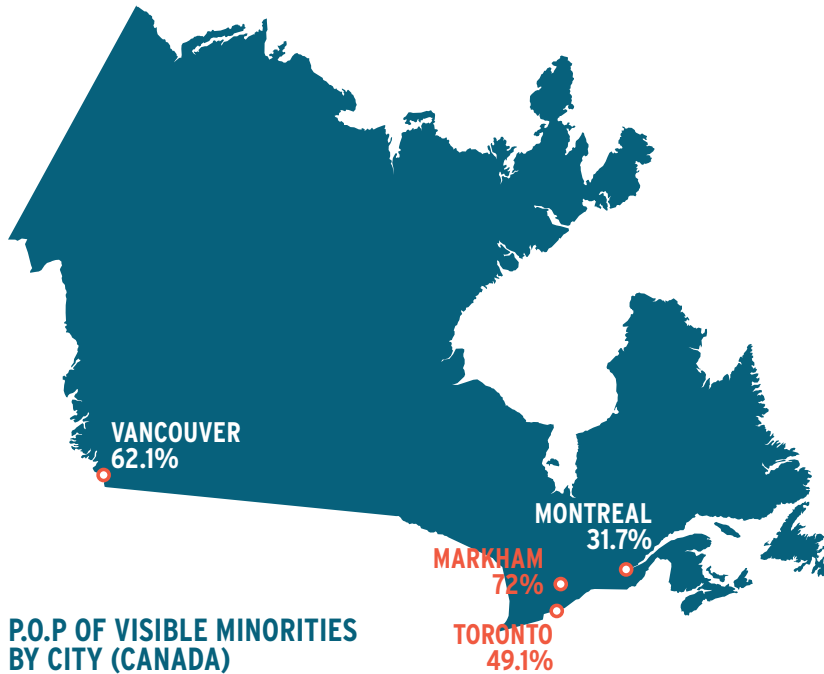


# CELEBRATING DIFFERENCE

## HOW MILLENNIALS INSIST ON DIVERSITY AND INCLUSION

### MAKING GOOD @ WORK:

A RESEARCH PROJECT INVESTIGATING THE SHIFTING ROLE OF MILLENNIALS IN THE WORKPLACE.



In Canadian urban centres visible minorities account for: 62.1% in Vancouver, 49.1% in Toronto and 31.7% in Montreal.<sup>2</sup>

In suburban municipalities such as Markham, Ontario, visible minorities account for over 72% of the population.<sup>3</sup>

In 1981, across Canada under 4% of the population could be classified as being of a 'visible minority'. In 2011, it had jumped to 19.1%<sup>1</sup>

Millennials in the Western world have been raised against a backdrop of multiculturalism and shifting demographics. The increasingly diverse makeup of classrooms over the past 15 years shows how Millennials are more likely than boomers to know someone from a different background than their own. Millennials have also grown up connected to media that is far more representative of diversity than any previous era.

Interacial interaction and friendship fosters acceptance and empathy. Millennials demonstrate comfort, ease, and empathy as they grow up playing, learning, and working together. WA Johnston writes of a third nature: the ability to be reflective on difference rather than reactive to it. The social conscience of Millennials is much more likely to contain notions of diversity and tolerance than previous generations.

# MILLENNIALS + DIVERSITY IN THE WORKPLACE

Diversity in the workforce is fundamentally appealing to Millennials. Beyond socially integrated Millennial lifestyles, a diverse leadership drives productivity, innovation and social capital. The DiverseCity Project, led by CivicAction (Toronto, Ontario), has clearly outlined five key benefits to organizations who practice Diverse Leadership:

1. Improved financial and organizational performance;
2. Increased capacity to link to new global and domestic markets;
3. Expanded access to global and domestic talent pools;
4. Enhanced innovation and creativity;
5. Strengthened cohesion and social capital.

Millennials naturally drive diversity in the workplace and believe that the best ideas, products, and services must be created by a business that is representative of the people they aim to serve.

**“Inclusion is the journey. Diversity is the mix.”**

**- JAMES TEMPLE, CHIEF CORPORATE RESPONSIBILITY OFFICER, PWC CANADA**

## CASE STUDY: HOW MASTERCARD BECAME INCLUSIVE

MasterCard boasts a deeply inclusive culture starting from the top, with President and CEO Ajay Banga. Mr. Banga is a visible supporter of diversity and inclusion in every way, he meets quarterly with employee resource groups and personally chairs the executive diversity council. The council meets monthly and sets diversity goals and metrics for the organization. With forty percent of MasterCard's employees participating in at least one resource group, the company ensures input across recruitment, on-boarding of new hires, talent development, mentoring, diversity training and marketing. The company has made these groups an integral part of its inclusive culture, and managers understand the value of allowing employees to participate in and lead the groups.

The company also has onsite religious accommodations; prayer rooms, adoption assistance, paternity leave and alternative career tracks for parents or others with long-term healthcare issues.



<sup>1</sup> Statistics Canada. "Number and Proportion of Visible Minority Population in Canada, 1981 to 2017." 25 Jan. 2008. Web.

<sup>2</sup> Black, Debra. "Markham Is Canada's Most Diverse Community, According to Statistics Canada." Toronto Star. 9 May 2013.

<sup>3</sup> Fry, Richard. Sharp Growth in Suburban Minority Enrollment Yields Modest Gains in School Diversity. Rep. Washington, DC. Pew Research Center, 2009. Print. Pew Research Hispanic Trends Project.

<sup>4</sup> DiverseCity Counts. A Snapshot of Diverse Leadership in the Greater Toronto Area - Toronto: DiverseCity, 2014. Web.