



# Leveraging Demographic Shifts & Trends to Increase your Market Share: Essential Insights for Directors

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Credit Union Director Achievement

*This course has been pre-approved by Dalhousie University as a Level C elective in the Credit Union Director Achievement (CUDA) program. It also qualifies for CE credits if you are a CUDA Graduate or an Accredited Canadian Credit Union Director in the CUDA program.*

*If you have questions about the CUDA program, please contact the CUIC Registrar ([registrar@ccua.com](mailto:registrar@ccua.com)), 1-888-367-1386 or visit us at [ccua.com](http://ccua.com)*





# Opening Remarks

# Faculty:

***Juliet 'Kego Ume-Onyido***

***Co-Founder, Black Women Professional Co-operative Inc.***

***Ken Chan, Director, Alterna Savings***

***Gregoire Lefebvre, Chair, Caisse Alliance (Moderator)***



- Over two decades in the Financial Services Sector; currently a Financial Advisor with Sun Life.
- Equity Advisor on the Board of CWCF - Canadian Workers Co-op Federation; Board Member, CASC.
- Grassroots Community Leader and Co-founder of two BIPOC-led Cooperatives: Black Women Professional Multistaker Co-operative Inc., and Whole Women Network Worker Co-op.
- An MBA from Manchester Business School, UK.
- Master-Certified Leadership Coach & International Speaker.
- CUDE Designation from ICCM, St Mary's University.
- A Feminist Poet & Social Justice Advocate.
- Member, The ROSCA Network, Canada



## Ken Chan

- Director, Alterna Savings
- Senior Vice President, Optimus SBR



- Ken Chan serves on the boards of Alterna Savings and Alterna Bank. His committee experiences include the Risk, Finance and Audit Committee, Governance Committee, Nominating Committee and Conduct Review Committee.
- He was on the Board of Directors' Forum from 2019 to 2022.
- Ken holds the ICD.D designation from the Institute of Corporate Directors and has completed the Innovation Governance Program through the Canadian Council of Innovators.
- He completed the Corporate Governance Program at the Kellogg School of Management and the Audit Committees in a New Era of Governance Program at the Harvard Business School.
- He is currently competing an Executive PhD in Management at ESCP Business School in France.





- Retired Math and Science, MEd.
- Retired High School Principal.
- Current Consultant and Pedagogical Leader, Ministry of Education.
- Proficient in Neurology- Brain Function and Learning.
- Conference Speaker - Human Behaviors, how the brain learns.
- CUDA Graduate.
- Pursuing Accreditation at Université Laval's Collège des Administrateurs, ICD.D
- 10-Year Board Member, currently Chair of Caisse Alliance.


## Participants will be able to:

- 1- Analyze and articulate the numerous advantages of Diversity, Equity, and Inclusion (DEI) in fostering organizational resilience.
- 2- Leverage storytelling to drive authentic DEI initiatives, fostering connection and behavioral change, as supported by recent research.
- 3- Evaluate how the information applies to the Board's role in achieving diversity and improving recruitment practices.
- 4- Simulate the Board's decision-making process to assess DEI initiatives' impact on market share growth.





# Part I - Overview of DEI



What the research is saying about the advantages of implementing and sustaining a DEI philosophy and policies.

# 1. Improved Financial Performance

**Diverse teams are more likely to outperform homogeneous teams:** Research from McKinsey & Company has shown that companies in the top quartile for gender diversity are 21% more likely to outperform on profitability, while those in the top quartile for ethnic diversity are 33% more likely to outperform on profitability .

**Higher financial returns:** A study by Boston Consulting Group found that companies with more diverse management teams have 19% higher revenue due to innovation .



## 2. Enhanced Innovation and Creativity

Diversity fuels innovation. A Harvard Business Review study found that diverse teams innovate and develop new products faster, thanks to varied perspectives that spark creative solutions.

Research by Scott E. Page in *The Difference* further shows that diverse groups excel at problem-solving, as their range of viewpoints leads to more effective outcomes.



### 3. Better Decision-Making

Diverse teams make better decisions, with inclusive groups outperforming individual decision-makers 87% of the time, according to Cloverpop. They also make faster, more effective choices.

Diversity curbs groupthink by challenging the status quo, fostering more thorough decision-making.



## 4. Increased Employee Engagement and Retention

Inclusive cultures drive success. Deloitte reports that such organizations are twice as likely to meet financial goals, three times more likely to excel, and eight times more likely to achieve superior outcomes. Employees also report higher satisfaction and engagement.

Inclusive workplaces reduce turnover, as shown by the Center for Talent Innovation, lowering costly employee attrition.



## 5. Enhanced Organizational Reputation

Organizations that champion DEI are more attractive to talent, with 67% of job seekers considering diversity important (Glassdoor).

Diverse teams also connect better with varied customer bases, boosting satisfaction and loyalty.




## 6. Compliance and Risk Management

**Legal and regulatory compliance:** Implementing DEI initiatives helps organizations comply with anti-discrimination laws and regulations, reducing the risk of legal disputes. This is especially important in industries where compliance is critical.







These benefits underscore the importance of DEI initiatives not only as a matter of social justice but also as a strategic business advantage. Organizations that prioritize DEI are better positioned to thrive in a diverse and globalized/canadian marketplace.

**Diversity** refers to the **variety of similarities and differences among people**, including but not limited to gender, gender identity, ethnicity, race, native or Indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type.

- *Conference Board of Canada*

**Inclusion** is a dynamic state of operating in which **diversity is leveraged to create a fair, healthy, and high-performing organization or community**. An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued, for who they are and for their contributions toward organizational and societal goals.

*- Conference Board of Canada*

Juliet's presentation:

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# A Matter of IDENTITY - Going Back to Our Roots

“The Cooperative Business Model is compatible with the most progressive understanding of sustainability, but many cooperatives still need to broaden their views toward deeper and more meaningful impact.

This requires sophisticated and systematic adherence to the cooperative enterprise model in order to enable transformation from an economic to humanistic paradigm, and from purely financially-motivated enterprise to alignment with the 7 cooperative principles, as expressed in the ICA’s statement on the Cooperative Identity.”

- Karen Miner and Sonja Novkovic

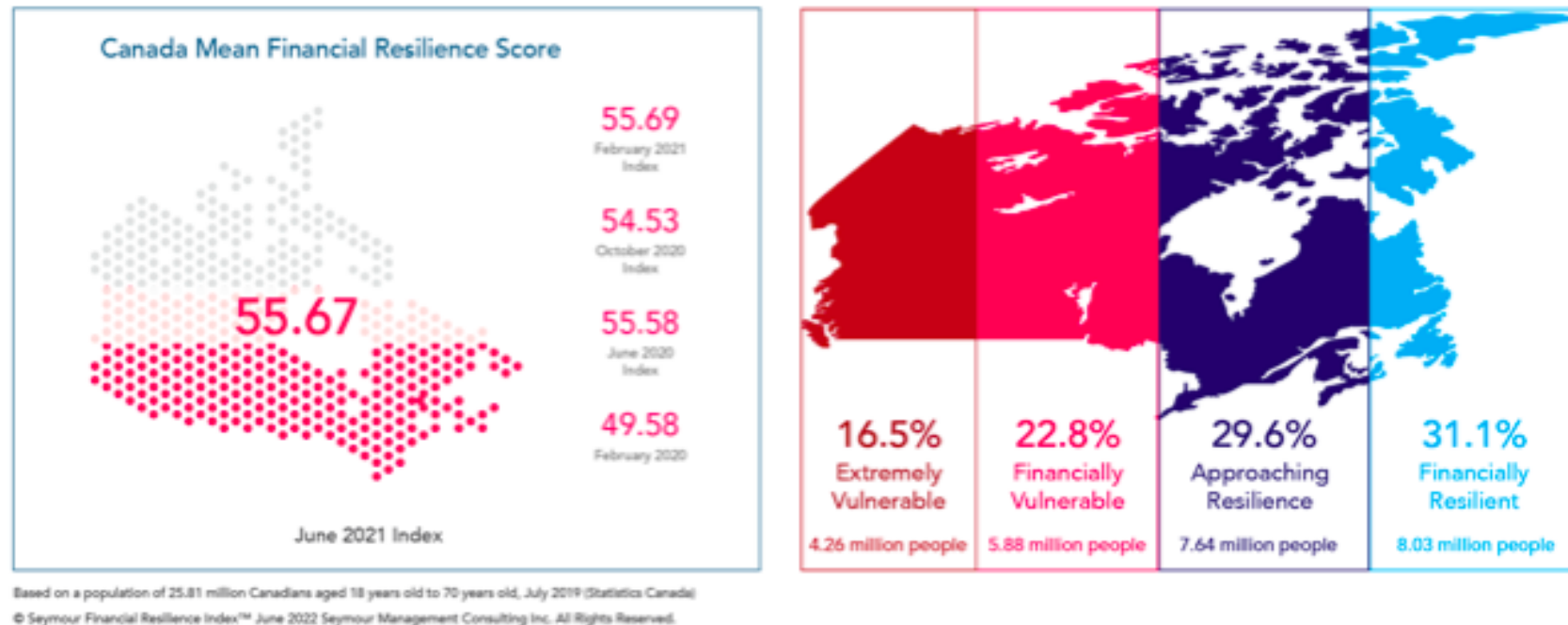
Source: Article - ‘Diversity in Governance - a Cooperative Model for deeper, more meaningful impact’; The Co-operative Business Journal; Fall 2020 Edition; Page 4.

# A Scan of Emerging Trends & Demographic Shifts

- Macroeconomics Factors
- Artificial Intelligence
- Digital Transformation
- Tech & Cybersecurity
- Open Banking
- Climate Change
- Political Environment
- Regulatory Changes
- Consolidations & Mergers
- Youth
- Women
- Indigenous People
- People with Disabilities
- LGBTQIA2+
- Black & Racialized groups
- Immigrants/Newcomers
- Aging Population
- Other Intersectionalities

# Emerging Trends - Macro Economic Landscape

Inflation, Interest Rates, Housing Crisis, Food Insecurity, Climate Crisis etc.



Source: Seymour Financial Resilience Index

# Emerging Trends - Artificial Intelligence and Tech

- ❑ What are the opportunities and threats posed by Artificial Intelligence considering existing biased algorithms and lack of equity in data & AI technologies?
- ❑ As more more Credit Unions consolidate or merge, how can we ensure diversity, equity, inclusion and belonging in the sector?
- ❑ How can AI broaden and deepen our understanding of data and knowledge – e.g. embodied data with women and indigenous people?



# Understanding Demographic Shifts - Women



- The Great Wealth Transfer.
- Business Case for Women.
- Women in Leadership/Boards
- The Gender Funding Gaps & Opportunities for Credit Unions, Mutuals and Co-op Sector

Source: The Women Entrepreneurship Knowledge Hub (WEKH)'s State of Women's Entrepreneurship (SOWE) in Canada 2024 Report

# Understanding Demographic Shifts - Youth

Allow the next generation to develop.

Invest in the next generation.

Make room for the next generation at the table.

Diversify the background around the table.

Develop a presence within the educational system.

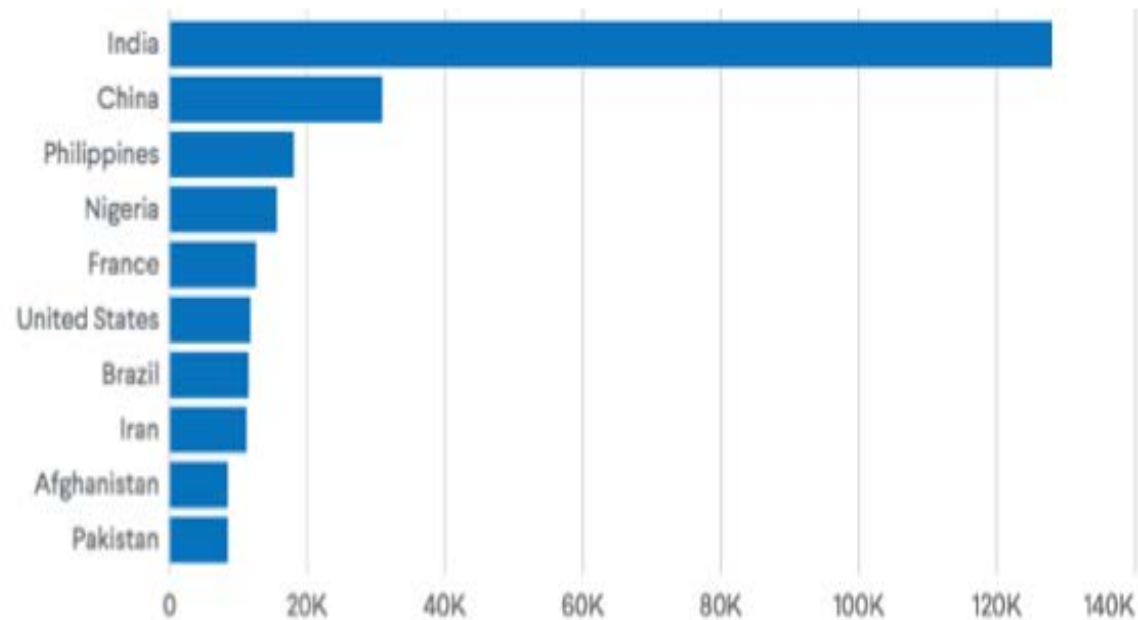
Make cooperative involvement more credible.

Source: White Paper on Young Co-operators of Canada: <https://canada.coop>

# Understanding Demographic Shifts - Immigration

## Where Do Canada's Immigrants Come From?

New permanent residents by country of origin, 2021 (top ten countries)



Source: Immigration, Refugees and Citizenship Canada.

COUNCIL<sup>inc.</sup>  
FOREIGN  
RELATIONS

## Where Do Immigrants to Canada Settle?

New permanent residents by city, 2016-2021 (top six cities)



Source: Government of Canada.

COUNCIL<sup>inc.</sup>  
FOREIGN  
RELATIONS



# Part II - Interactive Workshop



# Group discussion

Why D&I matters for credit unions?



# Let's discuss the board's role in setting and monitoring D&I metrics

# **Group discussion**

**How has your board approached the topic of D&I?**

**What was the context of any discussions on D&I by your board?**

**What led to these discussions on D&I?**

## Leadership starts from the top – setting the tone and leading by example

*“Change Starts with the Chair”\*:*

- Championing a diverse board*
- Making the boardroom environment inclusive*
- Setting the tone that diversity and inclusion are important*

*A pulse survey of over 2,000 executives by Russell Reynolds suggested that: “One of the most striking findings was that when senior leadership (namely, the board and executive committee) champions diversity and inclusion, key human capital outcomes improve.”*

*\* Driving Diversity and Inclusion—the Role for Chairs and CEOs, Russell Reynolds, posted in the Harvard Law School Forum on Corporate Governance, April 2019*



# Group discussion

**What opportunities exist for your credit union in advancing D&I?**

**What are the barriers? How can they be overcome?**

# Boards can exercise their governance mandate and responsibilities to support D&I

*Boards can use five key areas of organizational oversight they own to influence inclusion:*

- *Strategy*
- *Governance*
- *Talent*
- *Integrity*
- *Performance*


*\* The inclusion imperative for boards, Deloitte Insights, April 2019*

# Group discussion

**What specific D&I goals should boards set?**

**How can boards align the credit union's strategy and D&I objectives?**


**How can the board use its oversight role to influence management's accountability for D&I outcomes?**



What role can your board  
play in leading D&I?

## Some tips

- *Be aware of the unconscious bias*
- *Challenge the assumption that there are no diverse candidates*
- *Anyone can be a champion of diversity and inclusion*
- *Collect data, set targets, measure progress*
- *Expand your networks*
- *Be mentors*
- *Keep the conversation and engagement going*



After a brief breakout session regarding best practices within boards participants will be invited to share some of those identified as best practices  
Greg recapitulates what research is showing.

# 1. Leadership Commitment and Accountability

**Top-Down Support:** Leadership commitment is essential for effective DEI initiatives. Research shows that visible support from leaders correlates with success (Catalyst, 2020).

**Accountability Metrics:** Establishing clear goals and metrics fosters accountability and drives progress. Organizations with measurable DEI objectives achieve better outcomes (McKinsey & Company, 2020)

## 2. Clear Vision and Strategy

**DEI Strategy:** A structured DEI strategy helps organizations address issues and track progress, guided by SHRM frameworks.

**Communicate Vision:** Clear communication of DEI goals promotes alignment and engagement (Harvard Business Review, 2018).

## 3. Training and Education

**Regular Training:** Ongoing DEI training raises awareness and reduces biases (American Psychological Association, 2016).

**Interactive Learning:** Interactive methods effectively promote behavioral change (Journal of Organizational Behavior, 2019).



## 4. Inclusive Policies and Practices

**Review Policies:** Inclusive policies are essential for equitable work environments and improving organizational diversity (Harvard Business Review, 2020).

**Equitable Opportunities:** Ensuring equal access to career advancement is crucial for retaining diverse talent (Bain & Company, 2018).

## 5. Recruitment and Retention

**Diverse Hiring:** Inclusive recruiting attracts a diverse talent pool, leading to better performance and innovation (McKinsey & Company, 2021).

**Retention Strategies:** Effective retention strategies foster higher employee satisfaction and maintain a diverse workforce (Deloitte, 2017).

## 6. Employee Resource Groups (ERGs) and Mentorship

**Support ERGs:** ERGs foster community and enhance job satisfaction and retention (Forbes, 2018).

**Mentorship Programs:** Mentorship supports career development for diverse employees and helps reduce advancement disparities (Journal of Applied Psychology, 2017).

## 7. Open Communication and Feedback

**Encourage Dialogue:** Open discussions about DEI enhance understanding and problem-solving, with effective feedback linked to better outcomes (Harvard Business Review, 2019).

## 8. Measure and Evaluate Progress

**Track Metrics:** Monitoring DEI metrics enables organizations to assess progress and identify improvement areas, with data-driven approaches shown to be effective (McKinsey & Company, 2020).

**Continuous Improvement:** Regular evaluation of DEI strategies ensures ongoing momentum and addresses new challenges (Forbes, 2020).

## 9. Celebrate Diversity

**Cultural Awareness:** Celebrating cultural events promotes inclusivity and enhances employee engagement (Harvard Business Review, 2018).

**Inclusive Communication:** Using inclusive language reinforces commitment to DEI and fosters a positive work environment (Journal of Business Communication, 2019).

## 10. Foster an Inclusive Culture

**Lead by Example:** Leaders who model inclusive behavior significantly shape organizational culture (Academy of Management Review, 2017).

**Recognize Contributions:** Acknowledging and rewarding inclusive actions fosters a positive culture and motivates employees (Journal of Organizational Behavior, 2018).

## Closing

## Remarks:

As we wrap up this DEI work session, it's important to recognize the progress made so far, even if it's been moderate. The journey toward diversity, equity, and inclusion is rarely straightforward, and the fact that we've initiated these conversations is a significant step forward. However, we must also acknowledge that recent trends, including the decision of some large corporations to step back from their DEI initiatives, serve as a reminder that maintaining momentum in this area can be challenging.




To sustain progress, especially in the face of today's societal complexities, we need to be intentional about embedding DEI principles into the core of our organizational cultures rather than treating them as one-time initiatives.

This means fostering continuous learning, holding leadership accountable, and understanding that DEI is not a checkbox but an evolving commitment that requires resilience, adaptability, and genuine engagement.

By staying rooted in these values, we can ensure that DEI efforts remain relevant and impactful, even as the landscape shifts.





# CUDA survey of satisfaction