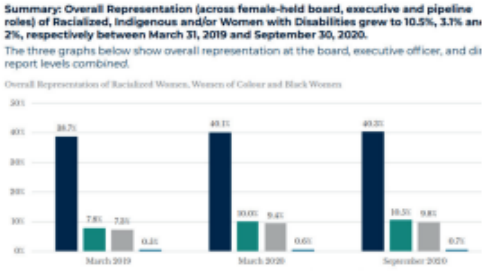
ADVANCING DIVERSITY, EQUITY AND INCLUSION: EXAMINING THE IMPACT OF UNIONIZATION ON BLACK WOMEN'S CAREER PROGRESSION IN CANADIAN ORGANIZATIONS

Su-Yan Gay | DBA Student

1 RESEARCH PROBLEM

WHAT IS LESS THAN 1%?

In the four main organizational leadership levels (board, executive officer, senior management, and pipeline to senior management roles) in Canadian organizations, 0.7% of Black women occupy these roles (The Prosperity Project, 2021, p. 17).



- The underrepresentation of Black female executives can be found in most occupations across Canada (Brady, 2022; Beagan et al. 2022 and Jefferies et al, 2018).
- For instance, in the five major Canadian financial institutions, there are no Black women in executive management leadership positions (Borden Penney, 2022).
- Moreover, many Black female employees are supervised, disciplined, and terminated more often than their non-Black counterparts. **To survive the workplace, they remain in unionized positions** (Jefferies et al, 2018; Gumber & Padavic, 2000).

Why?

- In the workplace, unions are safe spaces for Black women, that provide support, sisterhood, and mentoring (100 Accomplished Black Canadian Women, 2022).

2 HYPOTHESIS

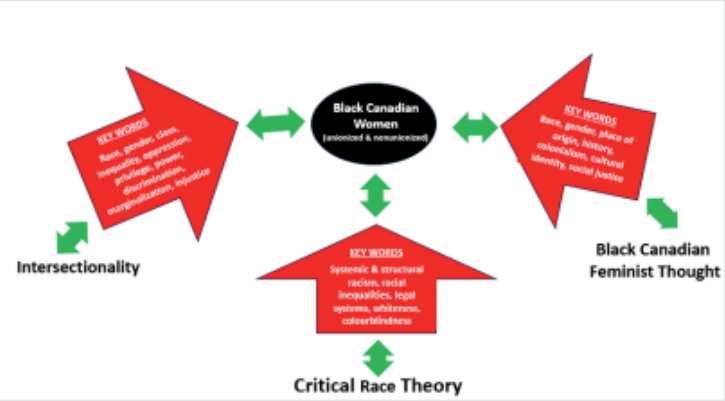
The workplace is so precarious for Black women that they often seek and remain in unionized positions and this phenomenon has caused their underrepresentation in leadership level roles in Canadian organizations.

3 RESEARCH QUESTION

How does union membership affect Black women's representation in public sector leadership roles in Canada?

4 THEORETICAL FRAMEWORK

The proposed theoretical framework is comprised of the three theories of Intersectionality, Critical Race Theory, and Black Canadian Feminist Thought.



5 INTENDED METHODOLOGY: MIXED METHODS APPROACH

Quantitative Survey

Netnography using a Reflexive Thematic Analysis

Increased Validity and Reliability
(Creswell & Creswell, 2018)

Authentic and enriched discussion
(Peterson-Salahuddin, 2022)

6 RESEARCH CONTRIBUTIONS

- Limited research exists about why Black Canadian women actively choose and sustain unionized roles for workplace security. Additionally, the considerable influence of this tendency on their career advancement to non-unionized leadership positions in Canadian organizations is underexplored.
- To advance diversity, equity and inclusion practices, there is an urgent need to change the direction of this phenomenon in Canadian organizations.

Royal Roads UNIVERSITY