

---

# Building Back Better: Investing in an Inclusive Economy

---

The COVID pandemic has revealed many inequities and fractures in our society. Building back better in our communities and businesses will require us to make deep changes to ensure we include all genders and marginalized communities. But how?

It is often not a lack of will, but a lack of understanding about why things are broken and how to fix them that hinders attempts to level the playing field. Our biggest gap when it comes to gender equality is a knowledge gap.

The University of Toronto Rotman School of Management's **Institute for Gender and the Economy (GATE)** is uniquely positioned to provide game-changing guidance.

By creating myth-busting insights about gender and its intersection with race, sexual orientation, indigeneity, ethnic origin, disability, socioeconomic status and other identities, GATE equips business, non-profit and public sector leaders to transform the systems and processes that contribute to inequality.

With your visionary support for GATE, you can catalyze this impact. Together, by raising **\$10 million** to tackle the gender equality knowledge gap, we can build an inclusive economy across Canada and ultimately on a global scale.

---

# A Knowledge Gap

Despite countless government policies and organizational investments in the past few decades, gender inequality continues to prevent millions of people from reaching their full potential.

---



## A Knowledge Gap

In the midst of the COVID crisis, there is an urge to “get back to normal.” But it is becoming increasingly clear that the old normal isn’t good enough.

Women of colour are clustered in low-paying essential services, men are constrained by job expectations not to invest in care work for their families, trans and gender non-conforming people are excluded from economic opportunities.

As we build a new normal, we need to ensure people of all genders and marginalized communities are included in the re-design.

We know we *should* invest in an inclusive economy. But do we know how?

**With a gift to GATE,  
you can equip decision  
makers across Canada  
and around the world  
with myth-busting  
gender analytic insights  
and game-changing  
guidance.**

# Myth Busting Insights

By relying on evidence from rigorous scholarly research, we create myth-busting insights that reveal the root causes of gender inequality.

## Myth-Busting Insights

As part of the University of Toronto's Rotman School of Management, located in one of the world's most diverse and entrepreneurial cities, GATE is uniquely positioned for impact, playing a key role in bridging our societal gap in knowledge about gender inequality and its remedies.

Using gender analysis, GATE can inform and inspire innovative business practices in the short-term, while guiding equitable and effective policy development over the longer term.

Instead of analyzing situations after the fact – i.e., recognizing that financial products don't meet women's needs, that there is a gender wage gap, or that LGBTQ employees face bias and discrimination at work – GATE enables decision makers to design policies, products, services and organizations with a clear understanding of the problem.

Shining a light on the right targets, we can devise better solutions. For example:

- Knowing that the gender wage gap is primarily due to job segregation and career switching at the birth of the first child – not unequal pay for equal work – policy-makers and corporate leaders might prioritize accessible and affordable childcare.
- Recognizing that machine learning algorithms often embed bias, such as an AI bot used for job candidate screening learning from historical hiring patterns to hire men, we can put in place protocols and checklists to make sure new technologies don't exacerbate inequalities.
- Observing that people of different genders and stages of the life cycle respond differently to investment prompts, governments and investment managers can create targeted behavioural “nudges” to increase savings for retirement and close the gender investment gap.
- Understanding that men often feel pressure not to share the burden of care work for their families for fear of negative career repercussions, we can strive to make parental leave and flexible work equally valued for people of all genders.

# #1

U of T is Canada's top research University, located in the world's most diverse and inclusive cities—home to one of the world's largest Pride celebrations.

# 57

Since its 2016 launch, 57 GATE-funded researchers have tackled topics such as the impact of CEOs' childhoods on the corporate gender gap, closing the gender savings divide, barriers to reporting sexual harassment and assault, transgender inclusion, and the double-bind for women.

# 300

To date, GATE has engaged over 300 undergraduate, MBA and PhD students in taking a gender-inclusive perspective to create innovative solutions to complex problems.

# 100,000

Over the next 10 years, with an expansion to online outreach, GATE aims to train 100,000 current and future business, non-profit and government leaders in gender analysis, reaching decision makers in organizations representing 80% of Canada's GDP.





# Game Changing Guidance

With Canada's openness to expert guidance in driving policy decision making, we have the potential to become a global beacon of light in advancing economic and social equality for people of all genders.

## Game-Changing Guidance

GATE enables businesses, non-profit and public sector leaders to transform the systems and processes of the economy that contribute to inequality, by:

**Creating new insights** grounded in rigorous, cutting-edge academic research

- With its central place within U of T, Canada's leading and one of the world's top 25 research universities, GATE taps into a deep bench of world-leading researchers across a broad range of disciplines. Since its launch in 2016, GATE has funded 57 researchers investigating topics such as the impact of CEOs' childhoods on the corporate gender gap, closing the gender savings divide, barriers to reporting sexual harassment and assault, transgender inclusion, and the double-bind for women.

**Training current and future leaders** to design policies, processes, products and services for equality

- Playing a key role within the Rotman School's thriving innovation ecosystem, GATE has engaged over 300 undergraduate, MBA and PhD students in taking a gender-inclusive perspective to create innovative solutions to complex problems. Building on this momentum, we aim to grow our impact by orders of magnitude in the next 10 years to reach decision makers in organizations representing 80% of Canada's GDP, while expanding our global reach.



**Building community** with business, civic and public sector leaders to mobilize knowledge

- GATE engages its community of business leaders, policy makers, non-profit organizations, students and faculty through our public events, research roundtables, and Oxford-style debates to explore hot topics related to gender and the economy.
- Further, GATE collaborates closely with a number of leading companies, government agencies and non-profit organizations to conduct rigorous research while advancing practice.
- GATE's latest community initiatives include a first-of-its-kind survey of transgender inclusion in leading Canadian companies in partnership with Pride at Work Canada and the development of a feminist COVID recovery plan for Canada with YWCA Canada.

**Shaping practice** by translating research into practical tools and solutions

- GATE has partnered with eight of Canada's largest companies, as well as government and non-profit organizations, to provide guidance on policies and practices, and to develop courses for today's decision makers. Among its insights and examples of impact, GATE has:
  - Shown how updated wording in job postings can shift the gender mix of applicants in traditionally male-dominated industries;
  - Revealed that changing rating scales can reduce bias in performance evaluations;
  - Found transgender inclusion is not yet widely practiced at Canada's leading companies;
  - Determined investment in the care economy as a central pillar of the Feminist Recovery Plan for Canada;
  - Demonstrated how changing the gender composition of groups improves women's participation rates;
  - Partnered with the federal government, CIBC, PwC and Catalyst Inc. to develop the Gender Analytics training course for public and private sector employees;
  - Advised government, non-profit and corporate leaders on policies including diverse representation on corporate boards, women's entrepreneurship, pay equity, diversity and inclusion in small and medium enterprises and transgender inclusion.

# Your Transformative Support

At this pivotal time in our economy and society, your commitment and philanthropic leadership can set the future course of gender equality in our economy – both within Canada, and globally.



**Sarah Kaplan,  
Director**

GATE is led by Sarah Kaplan, Distinguished Professor of Gender & the Economy and Professor of Strategic Management. Focused on applying an innovation lens to achieving gender equality, she has been widely published in major media outlets and has authored best-selling books including *Creative Destruction* and her recently published, *The 360° Corporation: From Stakeholder Trade-offs to Transformation*.

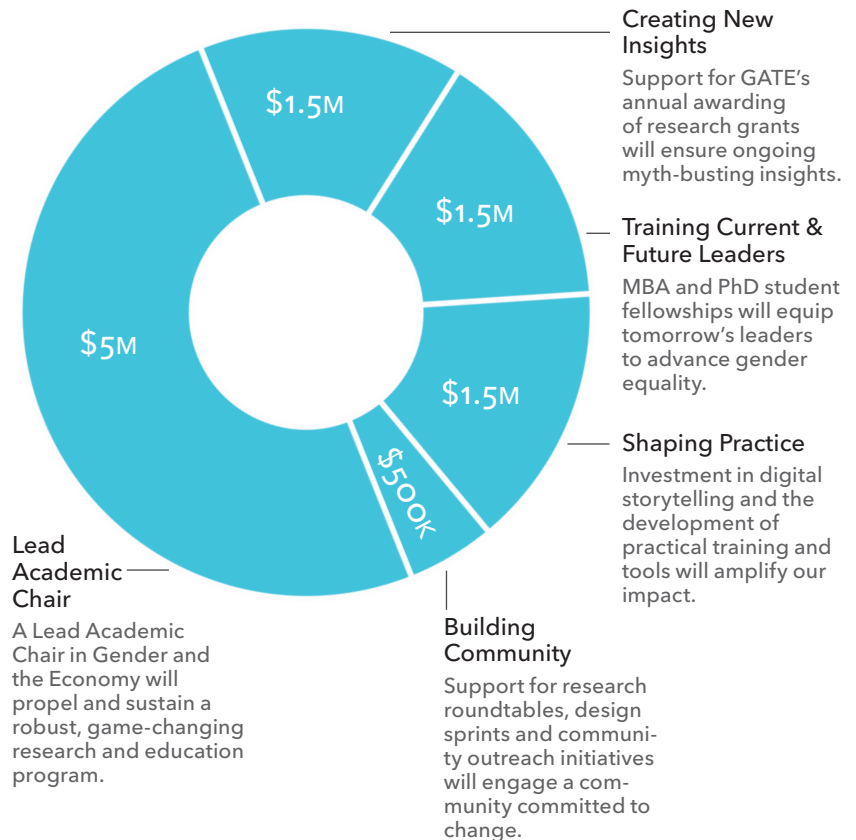
Renowned in academia and industry for tackling the world's most persistent problems in creating an innovative, gender-inclusive and socially responsible economy, Kaplan addressed the Senate Standing Committee on the gender and diversity provisions in Bill C-25, which focuses on corporate board governance, and has hosted consultations with federal ministers of finance, labour, economic and social development, and industry as well as provincial pay equity commissioners, among others. Prior to Rotman, Kaplan was a professor at the Wharton School where she remains a Senior Fellow and a consultant and innovation specialist for nearly a decade at McKinsey & Company.

## Your Transformative Support

In a few short years, GATE has built a strong foundation for bringing key gender insights to impact, and is now guiding the transformation of current systems and processes to build a better and inclusive society for tomorrow.

With visionary philanthropic support, we will amplify and expand on this impact. Together, by raising a total of **\$10 million** to build a robust research, education and community outreach program, we can set the future course of gender equality in our economy – both within Canada, and internationally.

## Investment opportunities:



To find out more, contact:

**Sarah Kaplan**  
**Director, Institute for Gender and the Economy (GATE)**  
Rotman School of Management  
s.kaplan@rotman.utoronto.ca  
t. 416 978 7403

**Lindsay Manning**  
**Director, Development**  
Rotman School of Management  
lindsay.manning@rotman.utoronto.ca  
t. 416 946 3975