Women's Voices

Stories about working in Ontario's nonprofit sector

ONTARIO NONPROFIT NETWORK

Contents

INTRODUCTION
Hearing from women in a women-majority sector

The nonprofit sector's distinctive features, challenges, and trends significantly impact its labour force, one that consists of 80% women workers. However, we know very little about how diverse women are faring in the sector. How do challenges women face in the broader labour market particularly manifest and impact different women working in the sector (such the gender wage gap, 'glass ceilings', and leaky leadership pipelines)? Given the critical intersections between labour, the nonprofit sector, and women, ONN has been exploring this question by applying a gender-based intersectional lens (GBA+) to its decent work movement. It's part of ONN's decent work for women project that is identifying barriers to women workers' economic empowerment in the sector and developing and implementing solutions to address these barriers at the organizational, network, and policy levels. We have made it a priority to hear from and amplify voices of women that are not often heard from across identities, geographies, age groups, and position levels.

Over the past couple of months we engaged self-identifying women[1] in learning circles and a survey to share their employment experiences of working in Ontario's nonprofit[2] sector and recommendations for change. This report reflects what we heard from the 730 women participants[3], their perspectives, experiences, observances, and opinions, in their own voices.

Their voices are grouped into three themes: feminization of the sector, discrimination in a feminized sector, and conversation to action. Quotes in these sections come from what women said in both the learning circles and survey. They have been anonymized. While there are regional and subsector differences in experiences, what was striking was that participants overwhelmingly said the same things across Ontario. The themes may not reflect all women's experiences nor be unique to only women or to the nonprofit sector. However, they reinforce the urgency of not only exploring labour force issues in the nonprofit sector, but doing so from a GBA+ lens.

All participants across frontline, middle management, and senior leadership positions have put a lot of time and energy into building nonprofit organizations from the ground up. They are professionals with a variety of skills, experiences, and academic backgrounds, strong leaders adapting to changing political and social climates, fervent advocates for their communities, clients, peers, and staff, changemakers on the frontlines, and their passion for the work is irreplaceable.

There is immense power in convening women across the sector, whether in person or virtually, to share their stories of successes, challenges, and passion in the nonprofit sector. We hope our work is only the beginning of these conversations and convening.

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[1] We're using an inclusive definition of women that recognizes and welcomes trans women, queer women and non-binary people.
[2] The term nonprofit in this report refers to the core nonprofit sector, which excludes school boards, post-secondary institutions, and hospitals.
[3] Participants refers to those who participated in the engagement activities.

Thank you

We are thankful for the people who made this report possible, including:

- Regional partners that hosted the learning circles: Ottawa Arts Council, Ottawa Community Foundation, Pillar Nonprofit Network, Scarborough Women's Centre, Thunder Bay Multicultural Association, United Way Greater Toronto (York office), Windsor Women Working with Immigrant Women, and YWCA Muskoka
- Volunteer note-takers
- Our GBA+ consultant Chanel Grenaway and project evaluator Karla Stroud
- The project advisory council for guiding the work
- ONN's network for amplifying decent work for women
- All the women who shared their stories with us

This work would not be possible without their openness and enthusiasm.

METHODOLOGY AND METHODS

Feminist Participatory Action Research

In line with the methodological approach of the broader decent work for women project, the feminist participatory action research (FPAR) framework was used to develop guiding principles to engage women. They were: gender-based intersectionality, inclusion, participatory, transparency, effectiveness, action, and reflexivity. This approach allowed us to have clear purpose which was transparent for participants and stakeholders, embed intersectionality, and to create a transformational versus transactional exchange.

Three methods were used to give women multiple participation avenues: learning circles, key informant interviews and a survey[4]. The activities took place between May and September 2018. These activities built on each other's findings to ensure issues are being explored in a complementary manner, rather than being duplicated. These methods were used as an efficient and participatory way to try to hear from the most diverse group of women as possible across Ontario's nonprofit sector.

Learning Circles

Between May and August 2018, 14 learning circles across seven cities in Ontario with 85 participants were completed. Women were convened across identities, age, regions, subsectors, and positions to share their experiences of working in the sector. The learning circles were open to anyone who self-identified as a woman and was currently working in the sector. However, the learning circle for women with disabilities was also open to those that volunteered or had worked in the nonprofit sector as our regional partner had identified significant barriers for them to get in and stay employed in the sector. Moreover, we knew we wouldn't be able to have the same criteria for the survey.

They were called learning circles because we wanted to create a transformational exchange, where everyone learned from each other, versus a transactional one where we simply gave them something in return for attending the learning circle[5]. Participants were able to network and learn from each other, they learned from ONN and its work, and ONN learned from the participants lived experiences and recommendations. Participants completed evaluations of their learning circle experience to ensure the activities were meeting intended goals and principles.

A semi-conversational method was employed where a set of open-ended questions with prompts and probes were developed to guide the discussion. Intentional effort was made to create a safe space for collective storytelling and flexibility to explore certain issues in more depth while challenging and debate of ideas within the group was encouraged. For this reason, at times the number of questions asked or time spent on some questions differed across learning circles. The sessions were not tape-recorded and were facilitated by the project lead Pamela Uppal who also took the notes in most. Participants were offered travel reimbursement, a book for participating in the learning circles, and provided child-minding and accessibility supports if needed. Participants were recruited through ONN and regional partner organizations' networks, through social media, and by targeted outreach.

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[4] Complete list of learning circle and survey questions are in Appendix A and B.
[5] The Circle on Philanthropy and Aboriginal Peoples of Canada

Participants

Date	Location	Participants	Who attended	Partner
May 14	Toronto	5	Middle management	N/A
May 31	Ottawa	5	Non-management	Ottawa Arts Council
June 1	Ottawa	12	Senior leaders	Ottawa Community Foundation
June 11	Toronto (GTA)	7	Non-management	N/A
June 12	Toronto (GTA)	6	Senior leaders	N/A
June 15	York Region	4	Senior leaders	United Way Greater Toronto (York Regional Office)
June 18	London	6	Non-management	Pillar Nonprofit Network
June 19	London	9	Senior leaders	Pillar Nonprofit Network
June 21	Thunder Bay	5	Non-management	Thunder Bay Multicultural Services
June 22	Thunder Bay	5	Senior leaders	Thunder Bay Multicultural Services
June 25	Windsor	5	Non-management	Windsor Women Working with Immigrant Women
June 26	Windsor	2	Senior leaders	Windsor Women Working with Immigrant Women
July 6	Muskoka District	8	Senior leaders	YWCA Muskoka
August 2	Toronto (GTA)	6	Women with visible or invisible disabilities	Scarborough Women's Centre

Key Informant Interviews

Key informant interviews were initially identified as a way to hear from particular perspectives such as men and board members that were not engaged in the other two methods. It was also a way in which to reach those voices that were missing in the learning circles. For example, not many racialized and Indigenous women and no women who identify with the LGBTQ (Lesbian, Gay, Bisexual, Trans, and Queer) community were present in the learning circles. However, we only had time and resources to do ten key informant interviews, five with missing voices and five with men and board members. That was not enough to draw conclusions from. So while six key informant interviews were completed, they are not included in the analysis of this report. Key informants were targeted recruits.

Survey

The survey was administered online through Survey Monkey from August 24, 2018 to September 10, 2018 to confirm and test what was found in the learning circles and ask questions on emerging themes. The survey was also open to anyone who self-identified as a woman and was currently working in the sector, but it was not open to anyone who had attended a learning circle in an effort to not duplicate results. In total 30 questions were

asked, including basic employment and demographic information. 28 questions were close ended, 2 open-ended, and 1 comments box which was also included in the analysis of the data. It was promoted through ONN's network, partners, regional hosts, and learning circle participants via email.

The survey had 998 responses. Out of the 998, there were 681 complete responses where 36 were disqualified. Responses were disqualified if the participant had attended a learning circle. In total there were 645 complete responses.

Analysis

The project lead synthesized raw notes from the learning circles into summary notes for each region per position level by distilling key themes using the learning circle questions. Then, the regional summary notes were further synthesized under each theme. In consultation with the ONN team, our GBA+ consultant, and evaluator, the survey questions were formulated based on these themes and what was missing.

The two open-ended questions and comments section of the survey were coded with key words as they were already situated in the themes identified from the learning circle notes. In addition to analyzing the original data set, survey data was analyzed in comparison to it by position levels, racial and ethnic backgrounds, and identified visible or invisible disability.

The final framing of the report - feminization of the sector and discrimination in a feminized sector - in which women's voices are situated, was then developed based on the analysis of the learning circle themes and coding from the survey. It was reviewed with the ONN team, decent work for women's advisory council, our GBA+ consultant, and evaluator.

Limitations

Although it's difficult to know if the participants were representative of the sector as there is no data available on the demographics of the sector, an intentional effort was made to hear from diversity of voices. More specifically to hear from Francophone, immigrant, and racialized women, women who identfiy with the LGBTQ community such as queer, non-binary, and trans women, women with disabilities, non-management staff, and women outside of Toronto. This is because in addition to not being heard from often, our literature review revealed that they experience significant barriers in the broader labour market, not enough data is available on the employment experiences of immigrant and racialized women in the sector, and no information is available on the employment experiences of Indigenous and trans women working in the sector.

However, we had very few Francophone, Indigenous, queer, and non-gender binary women and no trans women participate in the activities. We had smaller sample sizes of racialized and immigrant women and women with disabilities in comparison to those that did not identify with any racial or ethnic background. Thus we were careful on how we drew conclusions on their experiences.

Moreover, while an effort was made to create a safe and inclusive space for women to share their experiences in the learning circles, there is no guarantee that all women felt comfortable sharing difficult experiences they may have had.

Participants' employment and demographics data

Basic demographic and employment information of each participant was collected. Out of the 85 learning circle participants, 74 filled out the employment and demographic information. In the survey, participants were given the opportunity to select "prefer not to answer" for each of the demographic and employment questions.

Non-management included positions such as coordinators, program administrators, outreach and engagement staff, administrative assistants, receptionists, data entry staff, bookkeepers, and caretakers. Middle management was defined as those who have someone report to them while senior leaders included executive directors, CEOs, presidents, vice-presidents, senior managers and directors.

	Learning Circles (74 respondents)	Survey (645 respondents)
Age	31 to 50: 44% *(n=33)* 51 and over: 31% *(n=23)* Under 30: 24% *(n=18)*	31 to 50: 54% *(n=346)* 51 and over: 28% *(n=182)* Under 30: 17% *(n=111)* Prefer not to answer: 1% *(n=6)*
Position	Senior leader: 50% *(n=37)* Non-management: 31% *(n=23)* Middle management: 19% *(n=14)*	Senior leader: 26% *(n=173)* Non-management: 45% *(n=288)* Middle management: 27% *(n=172)* Prefer not to answer: 2% *(n=12)*
Employment Status (asked to select all that apply)	Full time: 85% *(n=63)* Permanent: 28% *(n=21)* Contract: 14% *(n=10)* Part time: 4% *(n=3)*	Full time: 76% *(n=492)* Permanent: 20% *(n=129)* Contract: 15% *(n=99)* Part time: 12% *(n=76)* Prefer not to answer: 1% *(n=5)*
Union	No, our organization is not unionized: 80% *(n=59)* No, but others in my organization are: 15% *(n=11)* Yes: 5% *(n=4)*	No, our organization is not unionized: 75% *(n=484)* No, but others in my organization are: 11% *(n=72)* Yes: 13% *(n=82)* Prefer not to answer: 1% *(n=7)*
Subsector	Social Services: 47% *(n=35)* Education & Research: 14% *(n=10)* Law, Advocacy, and Politics: 11% *(n=8)* Philanthropic Intermediaries: 10% *(n=7)* Business/Professionals: 8% *(n=6)* Health: 5% *(n=4)* Culture and Recreation: 1% *(n=1)* Development and Housing: 1% *(n=1)* Environment: 1% *(n=1)* International: 1% *(n=1)* Religion: 0% *(n=0)*	Social Services: 49% *(n=317)* Education & Research: 17% *(n=107)* Law, Advocacy, and Politics: 3% *(n=18)* Philanthropic Intermediaries: 4.7% *(n=30)* Business/Professionals: 2% *(n=14)* Health: 9% *(n=58)* Culture and Recreation: 8% *(n=53)* Development and Housing: 3% *(n=18)* Environment: 2% *(n=12)* International: 2% *(n=11)* Religion: 1% *(n=7)*

Gender (asked to self-identify)	Woman: 99% *(n=73)* Unknown: 1% *(n=1)*	Woman: 97.5% *(n=629)* N/A: 1.4% *(n=9)* Non-binary: 0.6% *(n=4)* Queer: 0.3% *(n=2)* Prefer not to answer: 0.2% *(n=1)*
Invisible or Visible Disability (asked to self-identify)	No: 67% *(n=65)* Yes: 31% *(n=8)* Prefer not to disclose: 2% *(1)*	No: 80% *(n=515)* Yes: 16% *(n=102)* Prefer not to answer: 4% *(n=28)*
Race & Ethnicity (asked to select all that apply)	None of the above: 42% *(n=31)* Immigrant: 27% *(n=20)* Racialized: 21% *(n=15)* Francophone: 8% *(n=6)* Indigenous: 3% *(n=2)*	None of the above: 68% *(n=418)* Immigrant: 18% *(n=115)* Racialized: 12% *(n=80)* Francophone: 5% *(n=32)* Indigenous: 3% *(n=18)* Prefer not to answer: 4% *(n=25)*
Region (asked to self-identify)	Toronto (GTA): 30% *(n=22)* Ottawa: 22% *(n=16)* London: 19% *(n=14)* Thunder Bay: 13% *(n=10)* Muskoka: 9% *(n=7)* Windsor: 7% *(n=5)*	Metropolitan Toronto: 37% *(n=240)* Central ON: 16% *(n=103)* Eastern ON: 16% *(n=103)* Southwestern ON: 22% *(n=143)* Northern ON: 5.7% *(n=37)* Unknown: 3% *(n=19)*

PART 1

The sector is feminized

Gender plays a significant role in the nonprofit sector labour market, resulting in a feminization[6] of the sector. Feminization occurs in two ways: with the labour force being women-majority[7] and with traditional stereotypes of femininity being embedded within the sector's narrative and structures. Stereotypes include dependent, nurturing, caring, emotional, inferior to masculinity, unintelligent, unskilled, and requiring guidance and monitoring, to name a few. In other words, the sector is the way that it is because of gender, it is not a fluke. This has critical implications for all workers in the sector.

In part 1, we highlight the implications of a feminized sector as shared by women in the learning circles and survey. Women weren't directly asked if they thought the sector was feminized, rather, the theme emerged because the experiences women shared were characteristic of sector feminization. Most but not all participants made the connection between gender and the sector. Macro examples include nonprofit work being considered care work and thus women's work, patriarchal power dynamics between organizations and donors/funders or EDs and boards, and devaluation of the sector. Micro examples include women workers "landing" in the sector, finding it flexible, but also feeling devalued, overworked, underpaid, lacking stability, opportunities for growth, and benefits, and consequently wanting to leave.

WOMEN'S VOICES

I believe that part of the devaluing of the nonprofit sector is some antiquated idea of "women's work"...we need a paradigm shift.

I believe that the nonprofit sector is undervalued by our society *because* it is run predominantly by women.

Recognize that not for profit work has historically been seen as "women's work" therefore the pay inequities and lack of solid benefits and retirement plans.

It's predominantly women people think working for the better of society. It's seen as not as important as for profit.

The whole issue of unfairness in nonprofits is systemic and reflects the continuing devaluing of women's work.

Women make up the majority of workers in not for profits and because of this demographic, the jobs are underpaid. It is part of the gender wage gap problem.

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[6] For further reading: Joan Acker, Feminization of Labor in Encyclopedia of Gender and Society, Sociology of Work

[7] The term women-majority is used rather than "women-dominated" because, although the sector consists predominantly of women workers, women are underrepresented in senior leadership positions.

The nonprofit sector is female dominated which speaks to why our work is underpaid and undervalued. Not really sure how that can be changed without a purposeful reassessment of the cost and value of this work when funders are deciding the actual dollar amount they believe we can operate sustainably under.

As soon as a sector becomes feminized the wages go down.

If I was working in a male dominated profession or in the private sector, I would be making at least 30K more than I currently do.

I think that the non profit sector, particularly social services have more women than men working in it because typically these caring roles are performed by women. They are also the least compensated roles, particularly in the homelessness field. So you have a women dominated field, making very little money, with no retirement savings, no maternity top ups, and doing extremely hard and at times violent exposed work.

Society holds women in as low esteem as they do the nonprofit sector. This is why, I believe, there are so many nonprofits run by women. It's seen as care work, which is perceived to be in the realm of women. There aren't many men gunning to be leaders in the nonprofit sector. Why would they, when society thinks so ill of the sector? Why should they, when salaries in the nonprofit sector are so low? Why should they, when asking for a raise in the nonprofit sector is seen as greedy, and those who ask for raises are seen as not being aligned with the mission of their respective organization?

We're not taken seriously by funders because we are an immigrant women's organization. We are a growing organization with a $4M budget and are well respected within the community, but because we are a women's immigrant organization, we are not seen as part of the "big boys club" of immigrant organizations. There's also the perception that we have to prove even more the need/worth as a women's immigrant organization.

The whole sector would need system change to secure decent work for women.

DEVALUING THE SECTOR

"We do not get recognition for everything we do"

In the learning circles, sector value emerged as a theme and so to explore if there was any connection between value of the sector and gender, in the survey we ask participants to rate how valued they think the sector is in society and reasons for why they rated it as they did. In the survey, 40.3% of respondents said the sector is valued (27.9% said valued and 12.4% said very valued) while 14.6% answered neutral. Non-management staff were more likely to rate the sector as not very valued (13.2%) or conversely very valued (14.6%), middle management more likely to rate it somewhat valued (38.4%) and neutral (16.9%), and senior leaders more likely to rate it as valued (33.5%). Out of all the subsectors, those who work in the development and housing subsector were more likely to rate the sector as not very valued (22.2%), those from the environment subsector as somewhat valued (66.7%), those in law advocacy, and politics as valued (50.0%), and those in education and research as very valued (20.6%). Participants shared that they rated the sector the way that they did because they think the sector is valued in principle, and particularly by those accessing its services, but that didn't translate into recognition, respect, and investment of money which negatively impacts the workforce (i.e. low pay, thought of as less skilled). The devaluation of the sector as a whole is reflected in women workers in the sector feeling devalued. Some identified the devaluation of the sector as a result of sector feminization.

40%
say the sector is valued

WOMEN'S VOICES

I was surprised by the extent of inequity within the sector, lack of respect as professionals, expected to operate at high level but not given autonomy to do it properly, speaks to systemic nature of the issue.

Not as valued as tech, engineering, healthcare, business, all male dominated professions. Caring professions which are often non-profit, responsible for people's wellbeing are often underfunded. Burnout ironically is so common in these professions that are dedicated to the wellbeing, prosperity and engagement of those marginalized. We can't do our best work, when we ourselves are undervalued and stressed. This is why I believe it is somewhat and not very valued.

Non-profit sector is underfunded, it is assumed that we can do much more than is possible.

We are not paid well and very rarely get recognition or validity from doctors and other professions.

I think it is fairly valued, but many people do not understand the over-worked conditions of non-profit workers, nor how much they actually contribute to society.

The impact workers have in the nonprofit sector are not only life changing to the individual but also to the society thus contributing to the socio-economic growth of the country.

Many people benefit from the work of nonprofits and I believe those people value nonprofits.

"I was on 'track' to do something else but landed in a nonprofit"

In the learning circles participants shared having multiple touchpoints of school, experiences and skills development before getting into the sector rather than the linear paths of studying x or having experience y and therefore working in it. For this reason, there is a breadth of knowledge, experiences, and skillset in the sector. Senior leaders especially spoke about "accidentally" falling into the sector and their positions. Immigrant and racialized participants identified getting into the sector as a result of their language skills, lived experiences, or cultural competency as they often they came to Canada with foreign credentials that couldn't be upgraded. Very few participants said they had always worked in nonprofits, and those who did, had a variety of academic backgrounds. What was common in all of their non-linear paths was the role volunteering in the sector played before becoming a paid employee. This implies that the women had not thought about nonprofit as a career choice in the same way in which other sectors are thought of as careers.

WOMEN'S VOICES

I was on "track" to do something else with my degree and or experiences but landed an opportunity in the nonprofit sector.

I was helping family and friends in the sector which then eventually turned into a paid position.

Landing the Executive Director position was an "accident". I applied for the job and was successful.

I worked in the private sector but chose to take on an ED position in a nonprofit.

I was fluent in Spanish and as a racialized immigrant, was able to work with other women who immigrated to Canada. My skills transferred to social work. I have chosen to work for the same, now bigger organization, for 30 years.

I was a skilled immigrant with a background in teaching but couldn't upgrade my foreign credentials. I found many other racialized immigrant women approaching me for help and support so went back to school for social work. I am now an executive director of an immigrant and settlement services agency.

I was a mechanical engineer before immigrating to Canada as a refugee. I'm trying to transfer my credentials but it's a long and arduous process. In the meantime, I'm working as a bilingual settlement worker since I know what to do and how to help people.

"I wanted to be in a job that was supportive of me being a single parent"

In both the learning circles and survey, there was tension around flexibility[8] in the nonprofit sector. On the one hand, participants said that in their experience nonprofit jobs were more flexible than private and public sector jobs. Thus, one of the most common ways in which participants entered the nonprofit sector was by changing careers from those sectors. In the survey, 68.2% of respondents said the sector is flexible or very flexible.

On the other hand, participants also overwhelmingly shared that more flexibility is needed to create a supportive work environment for women who are caregivers. Flexibility was also among the top recommendations participants made in both the learnings circles and survey. Participants shared that the degree of flexibility can depend on the subsector and organization, as well as if the position is client-facing or once-removed from clients. According to the survey, non-management staff answered across ratings, but answered not very flexible the most out of all three positions. Middle management answers were concentrated in flexible, and very flexible. Senior leader answered very flexible the most out of all three positions. While flexibility was described as a positive trade-off for low salaries, some participants questioned if this was fair for women who are not caregivers and highlighted the harm flexibility that cloaks lack of HR structures can cause.

Q. How flexible is your job in the nonprofit workplace?

Legend: Not very flexible · Somewhat flexible · Neutral · Flexible · Very Flexible

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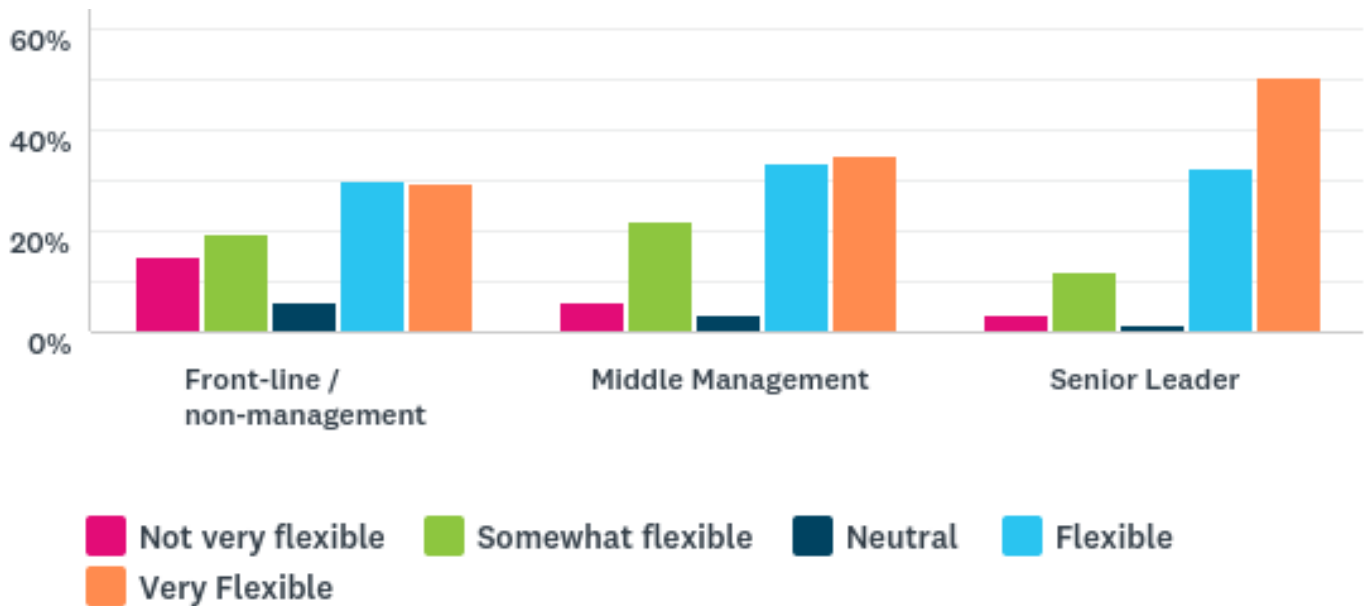
[8] Work flexibility was defined as both organizational logistics and culture. For example, being able to leave early when needed, understanding of childcare and family issues, being able to bring children to work, flexible work policies, transitioning into and coming back from maternity and parental leave, having autonomy to self direct schedule when/if possible, and having a work-life balance.

WOMEN'S VOICES

I thought, what am I going to do? I can't stay in the private sector, they were all night jobs and I had a 2 year old so I applied for a job as PSW (personal support worker).

The organization was flexible. I worked 3 days a week and/or worked from home which made the process of coming back from maternity and parental leave a lot better. It was an open conversation on how to make it work.

Family concerns are at the forefront, family-oriented values, caring workplaces, family friendly workplace policies where parents can volunteer, religious accommodations, sick time for yourself and family, very flexible as an agency.

Women have different responsibilities and demands outside of work too so require support from the workplace i.e.. flexible work hours, adequate time off/vacation, sick time etc.

Flexibility does not "reward" people with no children.

There is a hierarchy around motherhood where mothers get time off for sick children but non-mothering women's lives are not given the same consideration and if a non-mother needs something it's not valued in the same way as a mother's request is.

When policies are flexible it's a breeding ground for inconsistencies.

"I see the burnout in my staff"

In the learning circles, across positions and cities participants said they are being asked to do more with less as community needs keep increasing and resources are decreasing or staying stagnant. This has made them feel overworked, overwhelmed, isolated, and consequently burnt out. Non-management staff said their burnout was a result of constant staff turnovers and demanding client work while senior leaders said it was because they are doing all operational functions and programming tasks as a lone person and are constantly in crisis mode. Everyone identified lack of funding for nonprofits as the primary cause of this.

WOMEN'S VOICES

There is a "culture of martyrdom" in the nonprofit sector. It's the cycle, very particular to nonprofits where that process and structure is not in place to make it sustainable to prevent staff turnover and burnout.

Although a worker starts with a base job, many more tasks that aren't part of the original job are added as people leave and are not being replaced.

I'm not going to not do what needs to be done because I'm overworked.

I wouldn't be asked to do so much for free if I wasn't a woman. There is this automatic assumption that because it's a nonprofit and because we are women, that our time is free. I work a lot of overtime and have lieu hours but I have so much to do that I can't take it off. I see the burnout in my staff, they are sick and not taking time off.

I feel the pressure and pull to travel and still give 100% in the office, the work is very hard on our hearts and bodies.

I'm having trouble with work-life balance as a new ED.

Burnout is real, constant treadmill, never being able to step off the treadmill.

In wearing multiple hats and so I'm unable to use my true strengths to further the organization.

Many tasks the ED has to do are not only outside of their skill set but also outside of what they want to do like photocopying, it's outside of their vision and scope.

No one is telling you, that as a senior leader, it's okay to take time off.

I found that really, really, hard, being (so) isolated, moments when I was alone in the office in the middle of the night, yes, I wanted to leave.

LOW WAGES

"We are paid in warm fuzzies but warm fuzzies don't pay for anything"

In both the learning circles and survey, participants said they are unable to sustain themselves and their families on nonprofit wages. In the survey, 20.9% answered not at all, 44.5% answered somewhat, 14.6% answered neutral, 15.2% answered very much so, and only 4.8% of participants said they can completely sustain themselves and others on their wages. More non-management staff said not at all able to sustain themselves (27.1%), more non-management staff and middle management said somewhat able to sustain themselves (49.0% and 46.5% respectively), and more senior leaders said very much so (23.1%) and completely (13.3%) able to sustain themselves. More Immigrant and racialized participants said not at all or somewhat.

5%
of survey respondents can completely sustain themselves and others on their wages

Similar sentiments were reflected when participants rated their nonprofit wages as reflecting their job description, skill set, experiences and education, extra work on top of their job description, and the market rate for their position. The lowest rated was if their wages reflected market value while the highest rated was if their wages reflected their job description. More non-management staff said that their wages do not at all reflect their job description, more middle management said that their wages do not at all reflect their skill set, experiences, and education, and more senior leaders said that their wages did not at all reflect market rate for their position. All positions similarly said not at all for all four categories. Francophone, immigrant, Indigenous, and racialized women answered not at all for all four categories more than women who didn't identify with any of these groups.

In the learning circles, participants said they felt underpaid. However, non-management staff believed management and senior leaders were getting paid too much in comparison to

Q. Can you sustain yourself (and others if you are a caregiver) on the wages you make in your nonprofit workplace?
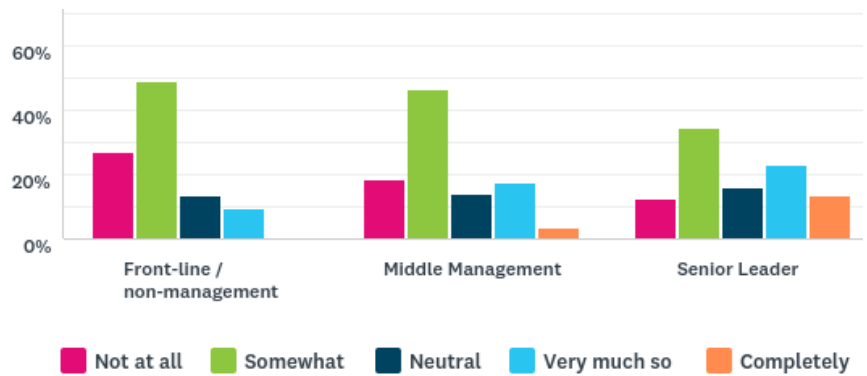
Q. Do your wages in your nonprofit workplace reflect:
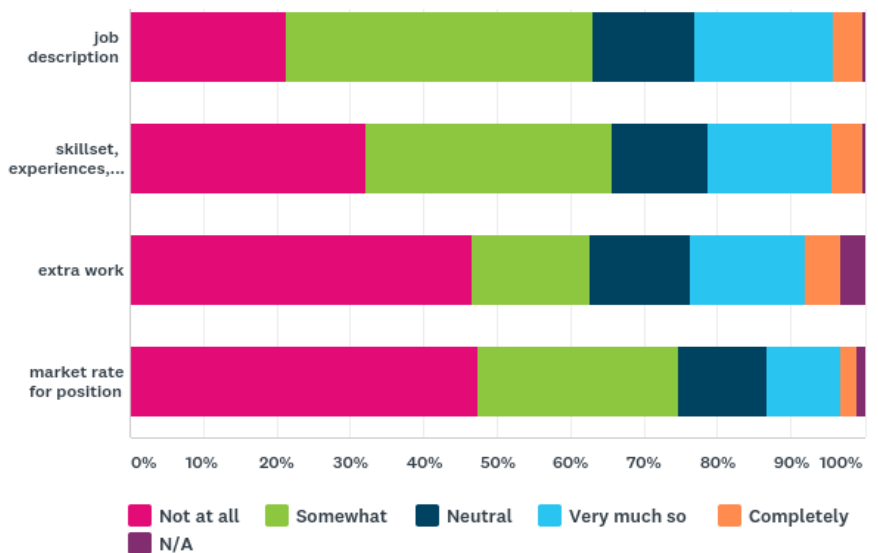
them while middle management felt they were getting paid too little in comparison to both non-management staff and senior leaders. Senior leaders explained how their salaries have always been low and any increase comes after a number of years and is still not enough, yet they are uncomfortable with getting paid too much in comparison to their staff and care about their staff's wages.

This confirms findings from the literature review that the care penalty, which refers to low pay and a strenuous workload for those who are in caregiving industries and occupations, exists in the nonprofit sector.

WOMEN'S VOICES

The sector is not one where you can survive on a single income.

I love my job I just wish I got paid adequately for it. As a struggling single mom I'm barely making enough to pay my mortgage, daycare fees, and monthly bills. It's a struggle to do something I'm passionate about versus something I can make a ton of money elsewhere.

I have a child now and I have been working in nonprofit for 8 years and I'm tired of not being paid what I'm worth.

My friends are retiring right now but I can't.

I have my max salary already and so will see no increase between now and retirement which isn't sustainable for living in Toronto. Not having enough money to save, no pension, nothing.

I've brought in millions in fundraising and still only make $70K as an ED. When comparing foundation ED salaries, I am making 40k less than my counterparts.

Some in the public are uncomfortable with the thought of people working for a charity and making high pay. Why is it not okay to make a high salary in a nonprofit?

There is the perception that you are fulfilled with the work so the wages should be enough, that you are supposed to be happy with what you get. Not only does society have this opinion but so do I on myself. But why do we have to be grateful to have a full-time permanent job?

Middle management is stuck between union and staff and senior leadership and it's not clear who is fighting for our rights or advocating for us, we don't have a voice. Directors make significantly more money while the pay gap between middle management and frontline is smaller because of unionization. Frontline is actually making more than middle management because they get paid hourly and get holiday pay whereas middle managers don't and they are always "on".

CAREER PROGRESSION

"Is the sector creating a labour force that isn't leading anywhere?"

In both the learning circles and survey, participants described both a lack of opportunities to advance and limited leadership positions to advance to. In the survey, when asked for recommendations for change opportunities for advancement was the most common recommendation made by participants. In the learning circles the sector's labour market was described as a short triangle where there are many positions available at the base, and there is some lateral movement there, but not many middle management and senior leadership positions available as you move up the triangle to the tip which symbolizes the top of the sector. Participants shared that this is because within the already limited positions, people are not leaving them, organizations don't get rid of bad leaders, there is a lack of succession planning, and no inherent structures such as professional development, mentoring, and networking opportunities that facilitate or allow for advancement. The few that said they were able to move up were in subsectors that had clear ladders for growth.

Interestingly, participants described the lack of leadership positions as the "glass ceiling" or said that a glass ceiling didn't exist. However, it is not the lack of positions that creates a glass ceiling but rather the inability to achieve leadership positions that are available because of gendered artificial, attitudinal, and organizational barriers. These barriers can exist even if they are not that many leadership positions to begin with and perhaps can be even more exacerbated as there's less room on the top. Moreover, the literature review also highlighted that for women a lack of opportunities to develop experience and skills to achieve leadership positions is also a barrier and thus a symptom of glass ceilings.

WOMEN'S VOICES

The way it's structured, you can't get ahead.

A lot of lifers. They've been there for 20 years in senior leadership positions and are not retiring.

Very few upper management opportunities, people tend to stay in those positions until they retire and for the most part if there's going to be a replacement it's already picked or chosen.

There are a lack of leadership opportunities in the sector for people to go to. Once a leader is stable you can't ask them to move on, there are not a lot of opportunity for leadership positions in smaller communities.

I am trying to apply for new senior roles but the feedback I receive is that "you have only managed a $300K budget so you don't really have the ability or experience to manage this size of an organization" and so someone else is hired.

Younger women in the workplace need to be better mentored and encouraged. Our sector often loses these bright stars due to what is perceived as a lack of interest or time/attention on their career development.

BENEFITS

"It's a bit shameful, actually, not having maternity top-ups in a woman-majority sector"

In both the learning circles and survey, participants shared that they had limited or no access to a pension plan or retirement savings such as an RRSP contribution and maternity top-ups. According to the survey, 34.7% of respondents did not have access to retirement savings or a pension plan while 4.7% were unsure; 55.0% said they did not have access to a maternity top-up and 14.3% were unsure if they did.

In addition to confirming this, the learning circles provided insights into participants perceptions of both benefits. Some participants understood the value of having pension options while most commonly younger staff had not thought about or didn't know the value of it. When maternity top-ups were talked about, participants laughed and scoffed at the fact that it could be a benefit option offered by nonprofits. This was the first time maternity top-up benefits have been explored in the context of nonprofits in Ontario as information on them only exists for public and private sectors.

55%
Have no access to maternity top-ups

WOMEN'S VOICES

I am able to work in the sector because my partner has the ability to support us.

With 2 kids to care for, I am unable to save for the future

It's a bit shameful, actually, not having top-ups in a woman-majority sector.

There is no funding for maternity top-ups. Budgets were created before that was even available, when top-ups came it wasn't able to be part of the budget.

We offer 2 weeks top-ups in a recent upgrade of HR policies. I wish we could do full year but we are not funded that way but are advocating for it.

I don't offer a top-up but my staff can extend maternity leave, use unused sick / vacation time for maternity leave.

Without a top-up there is no option but to go back to work. It impacts if you can take the full year off or not.

I want to work in the public sector specifically for a top-up.

I'm hearing of friends in the profit sector getting 90% coverage while on leave. What incentive do I have to return to an organization that provides no top-up at all?

"I think about leaving every day"

In the learning circles all participants shared that they had thought about leaving the sector. Some participants had thought about leaving but shared that they ultimately wouldn't because they don't know what they would do instead and where they would go. Others had both thought about leaving and were open to it, but they weren't actively seeking opportunities because they were open to where their career paths would take them. A handful of participants were actively looking for opportunities outside the sector that focused on similar issues. All participants talked about the guilt and fear associated with leaving.

The fact that everyone has thought about leaving the sector is alarming and necessitates an urgency at reviewing and bettering labour force structures in the sector. It has implications for recruitment and retention.

WOMEN'S VOICES

I think about leaving every day.

I've thought about leaving to go to the public sector for more security and a pension.

I've been actively looking for a long time because I have to survive.

I feel like I can't leave, I'd be abandoning the agency, it's tempting but I just can't, I have 27 years invested, I can't walk out.

To leave during turmoil sounds like bad timing but that's usually the most tempting time.

A big part of our job is looking after the welfare of our organization - timing your leave - will this organization ever be in a place that I can leave?

PASSION FOR THE WORK

"That's worth gold to me, really"

Participants in the learning circles expressed that their primary motivators to work in the sector and stay in it for as long as they have, despite the sector's labour challenges, are their unwavering passion for the work and the alignment between their personal and professional values. They identified the labour challenges as a sacrifice for satisfying these motivators. They also shared what it felt like to lose that passion and become jaded. Some participants linked passion to gender roles and socialization.

While this confirms that the sector's strength is a passionate labour force, it raises a number of critical questions as well, which some participants alluded to. When it comes to labour, what is the connection between passion, values, and gender? How does that contribute to the feminization of the sector? Is the sector, knowingly or unknowingly capitalizing off of that connection?

WOMEN'S VOICES

I'm passionate about the day-to-day work like creating new programs, writing grants, collaborating with others, working with a variety of stakeholders, being involved in everything happening within an organization, and working with clients and communities.

I saw results and effect here, the success you see with newcomers arriving and learning the language, settling and getting a great job and seeing them later; that's worth gold to me, really.

Am I paid as much? No. Am I working far harder than I should be at my age? Probably. But I feel like I am giving back.

The bottom line is people, communities, missions, and values, not money.

I don't want to work to make more money for a CEO or the private sector or work simply for the weekend or in a corporate cubicle.

We are the rural voice. If we don't do that, then who will rural communities turn to?

I would leave if that values alignment didn't exist anymore.

Part of my identity is this work and something I can be proud of, who would I be then if I worked in another sector?

It feels like in nonprofits you are fundraising and not getting to do the actual work. If it's not meaningful if you feel like you are chasing your tail.

PART 2
Discrimination in a feminized sector

A prevalent myth in the nonprofit sector is that because it's women-majority and focuses on public benefit issues, discrimination and specifically sexism doesn't exist. However, participants in both the learning circles and sector survey dispel this myth, women do experience sexism and other forms of discrimination in the sector. 46.4% of survey respondents said they have experienced sexism in the nonprofit workplace while 11.6% were unsure and 48.4% of respondents said they had experienced some form of discrimination other than sexism. In short, participants are not only facing all the challenges of a feminized sector but also discrimination that occurs in the broader labour market as well.

While gender is the organizing principle of this report and the larger decent work for women movement, gender is not necessarily the main organizing principle of all women's lives. Identities are intersectional and complex and so the experience of sexism can be compounded by other parts of a woman's identity or women can primarily experience discrimination from one part of their identity, such as age. For example, some participants experienced racism more than sexism, some only sexism, and some at the intersections of sexism and ability.

In part 2, we highlight how discrimination in a feminized sector is manifesting as shared by women in the learning circles and survey. Women were directly asked if they had experienced sexism, noticed gender dynamics in the sector, faced any other form of discrimination as well as if they felt their opportunities for advancement in the sector were hindered based on their gender and any other aspects of their identity. They were also asked questions that didn't directly ask about discrimination but their answers spoke to it. While most participants shared examples of discrimination, some participants didn't identify them as such. To a certain extent many of the women perpetuated stereotypical notions of masculinity and femininity.

WOMEN'S VOICES

> I think it's impossible to look at women/gender issues without taking a more intersectional analysis. Experiences can shift significantly with other factors such as racialization, poverty, disability, etc. It would be interesting to see where gender fits into these various elements - this survey places it as the prime factor, where for many of us, it is not.

> I know ableism, race etc. is in some of these questions, but as a Black woman I feel much more discriminated against for my Blackness than gender (though the two bleed into on another) and I don't know if that will come across to your researchers so I wanted to underscore that here.

> It would be VERY good for your next step to be critiquing whiteness in the workplace - many of the things I have not faced in terms inequitable treatment have more to do with me being white, rather than me being a woman.

> Recognize that women don't have singular identities; we are also newcomers, may be racialized, may be moms, may have invisible disabilities.

> I've been in the nonprofit world for 10 years and have experienced sexism at all levels.

SEXISM ON A DAY-TO-DAY BASIS
# "I want to talk to the man in charge"

Participants revealed in the learning circles and survey that they experience sexism in the sector, providing many specific examples. According to the survey, 46.4% of respondents have experienced sexism while 11.6% were unsure. Senior leaders and middle management were more likely to say yes while non-management staff were more likely to say no. Racialized, immigrant and Indigenous participants were more likely to say yes.

Q. Have you experienced any sexism while working in a nonproft?
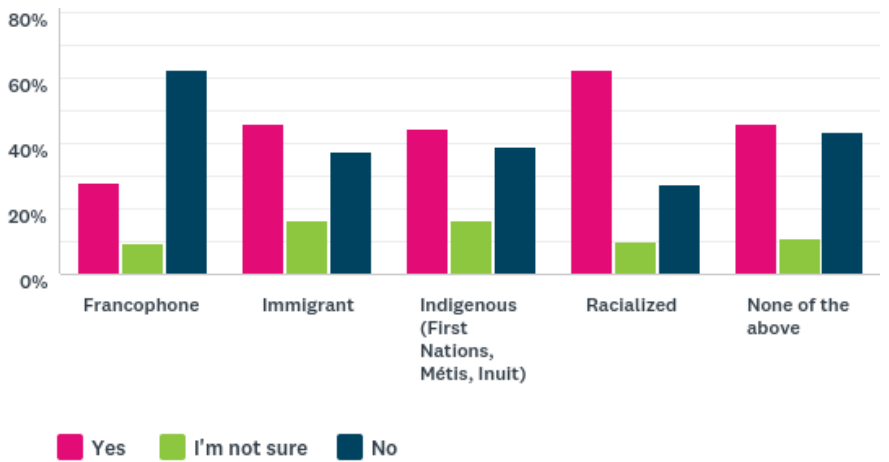
Out of the participants who said yes, they most commonly experienced sexism from clients or community members (52.2%), senior leaders (43.5%), managers (42.5%), and board members (37.5%)[9]. Non-management staff most commonly experienced sexism from clients or community members (59%) as did middle managers (48.9%) while senior leaders most commonly experienced sexism from board members (59.6%). This suggests that not only do women experience sexism from those that they most often interact with but also from those that there is a unequal power dynamic with, suggesting that power plays a role in sexism. Participants also poignantly asserted that sexism was experienced from both men and women.

Q. From which group have you experienced sexism? Check all that apply.

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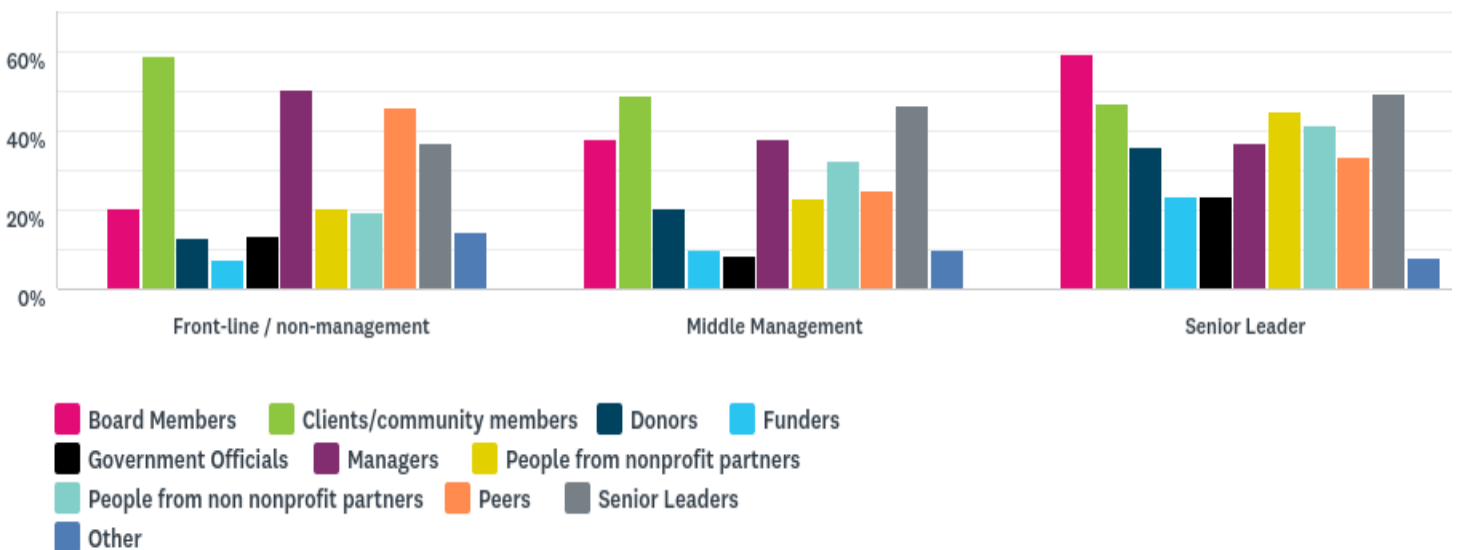
[9] Other groups that emerged but were not asked about were: contractors, members, general public, vendors, volunteers affiliate boards and CEOs in federal models.

WOMEN'S VOICES

Mansplaining... Dominating conversations and talking over women.

Taking credit for work that was mine in meetings publicly but I can't say anything because it sounds so petty.

Male leaders would sit on Fridays and have scotch with no women allowed.

If a man has a difficult conversation it's said he handled it well but a woman is called a bitch.

I was told "this is going to fail but it probably helped that you look good"

I had a male counterpart at a member organization campaigning against me for 3 years.

Apologizing for my male boss's "personality" and behaviour as it's not framed as something that has to be worked on but "that's just how he is".

In business meetings with men if I have a female sitting in with me they talk over us, when a male will sit in they'll talk just to him.

Clients will say "I want to talk to the man in charge". I have had male clients who have made my female staff uncomfortable.

In a healthcare organization male physicians felt that they could say anything to staff. They were patronizing, sexual undertones and in some cases 'assault'.

I've seen sexism at fundraising events where men (spouses, donees etc.) are acting inappropriately.

My job is speaking about sexism in the public. There are daily occurrences of sexism, harassed by teenage boys, even though there is safety in my physical workplace.

I have had a lot of experience in nonprofit sports leagues and these can be *rife* with sexism, homophobia, transphobia and sexual misconduct

Most sexism and unfairness in the nonprofit sector has been perpetuated by women in positions of leadership who create a very top-down culture.

Misogyny doesn't only come from men but women as well. It's sneakier because its disguised under feminism and progressiveness, but that doesn't mean you can't be oppressive and try to get what you want. As a woman leader, how do I negotiate that space with another women?

GENDERED ROLES

"There's an assumption that women will answer the phone and take minutes"

In both the learning circles and survey, participants across position levels perceived gendered inequities in types of roles occupied, distribution of work, and in the value of that work. Men are perceived to do less but be praised visionaries and women are perceived to be doing more but be the unrecognized heavy lifters.

WOMEN'S VOICES

Men are leading with women following, men don't do the work, they think they are visionaries, they are the talkers and not doers.

Women organizing around men in leadership are doing a lot of the emotional work. A lot of women in my old organization helped a male corporate leader unlearn many things.

When males are working in collaborative leadership/visioning it is praised but when there is female collaboration it is ignored and taken for granted.

Since it's a woman-majority sector, men get extra credit for even being in here.

Some hot days we had to close at noon, no air, no lights, no ceilings, building from ground up. I have a sense of accomplishment. I wrote grant after grant, begged for stuff. But once you build it up then everybody wants your job, male staff saying they want my job.

For my job in particular, men are few and far between. The men who work in my area are lifted up and excuses made for them regularly because they seem to be held in higher regard.

A large planning table I know consists 50/50 men and women but 9/10 times the men are nominated for president and women the secretary, people who take on the work are female.

My biggest pet peeve is the assumption that women will answer the phone and take minutes - even when there is a more junior male colleague who is capable of doing it. Young men need those skills too. In a customer service driven industry, women are often seen as the "safe choice" for front line roles: reception, admin assistants, board/governance coordinators. Men are just as capable at those roles, and women are just as capable in management/leadership.

It's clear that you don't ask the men to do anything extra, they have drawn a line in the sand, and women put up with it but wouldn't put up with it if a woman had drawn that same line.

WOMEN-MAJORITY BUT NOT WOMEN-LED SECTOR

"High-paying jobs in my subsector are all male dominated"

In both the learning circles and survey participants shared that although men make up a low percentage of workers in the nonprofit labour (an estimated 20%), they take up significant space because they are concentrated in positions of power. Overwhelmingly, participants saw men in male class jobs and subsectors, in larger and national organizations, and board, senior leadership and management positions.

This was concurrent with the literature review finding that based on employment share in the sector, women are underrepresented in senior leadership positions while men are overrepresented. Moreover, that men are more likely to lead larger organizations with larger budgets while women are more likely to lead smaller organizations with smaller revenues.

WOMEN'S VOICES

Why is it that a vast majority of agencies employ high percentage of women but still management is over represented by men. The sector is dominated by women, however most EDs are men . Why?

I've noticed that there are not a lot of men in the sector, however, when men are there they are in a leadership role and they take up a lot of space.

Men from other sectors are retiring from their sector but taking on leadership positions in the nonprofit sector.

I'm just sick of working with male co-workers who have gotten comfortable sitting the whole shift instead of getting things done because they know they won't get reprimanded a there is a lack of males in the field.

Men seem to rise to the top very quickly and more with more pay.

Men are within and leading bigger organizations such as national head offices and endowment foundations. This is because there is money and stability with the larger nonprofits and men are more likely to take those leadership roles versus ones in smaller organizations.

Could someone make sure that the large provincial and national organizations start to look at women in the non-profit sector as good choices for their CEO jobs.

I work for an amazing organization that is mostly made up of women. The few men in the org are consistently promoted faster than any women, and their presence in management positions is disproportionate. The other day at my workplace, my Director, who is generally very politically aware, shared that he thought the smartest senior managers were him and two others who he

named - and they just happened to be the only three men on the senior management team. Coincidence? I think not.

There *is* a difference in the number of women at the top, though. How do we solve that problem? This problem has also built a 'boys club' at the top of most non profits. The executives deal with top levels of government and the biggest donors (all mostly men), and unless you are a powerful woman, you can easily be left out of the conversation.

Men at the top haven't worked their way there because they are often recruited from business. As EDs retire and leave, boards are looking to recruit from the business sector because the idea is that nonprofits won't last without a business approach . Maybe because of this shift, more men end up in leadership positions versus women?

The phrase "we need people with more experience" tends to result in white men with more experience.

Men who are on boards are from high paying professions outside of the sector, filling a skillset needed on the board, but there is then a huge disconnect between what they understand and what is happening in the organization realistically.

GENDERED AND RACIALIZED HIERARCHY

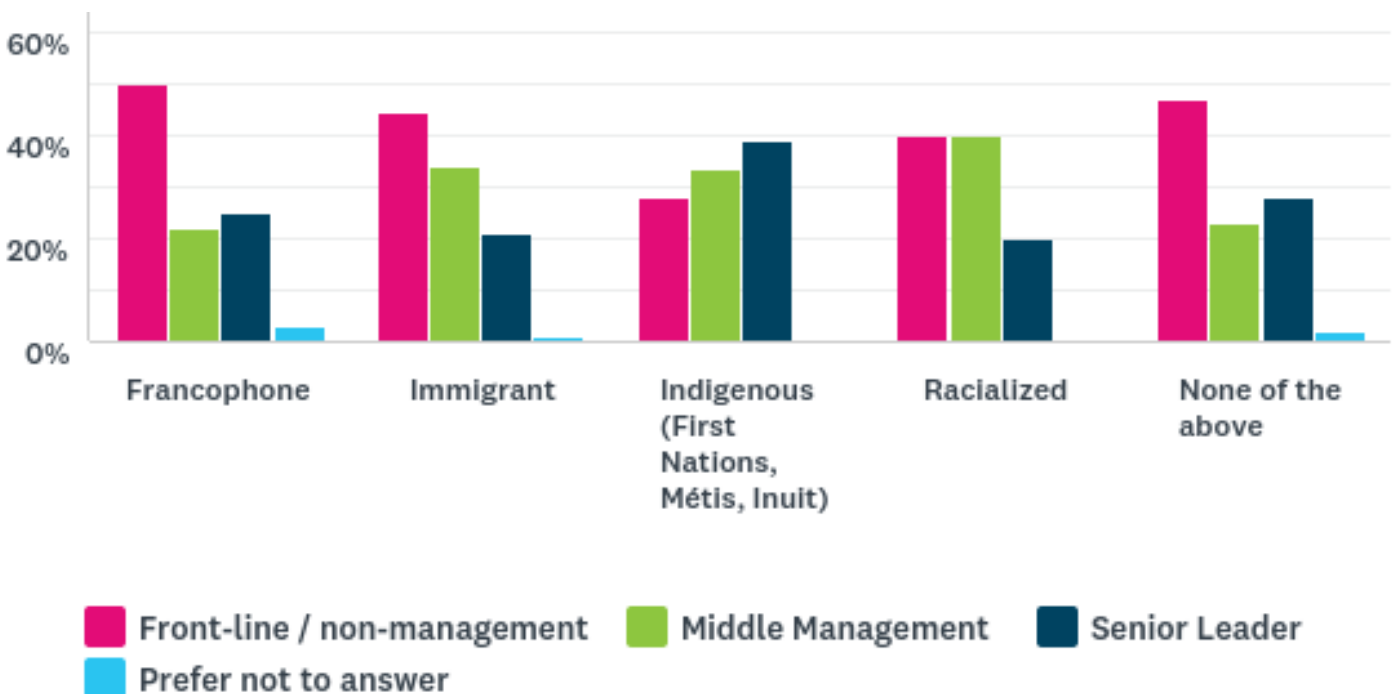# "Leadership positions are saturated by white women"

According to both learning circle and survey participants, there exists a gendered racialized hierarchy in the nonprofit sector where white men and women occupy leadership positions and Francophone, immigrant and racialized women are concentrated in non-management positions or specific subsectors. Overall, 44.7% of respondents were non-management, 26.8% senior leaders, and 26.7% middle managers (1.9% preferred not to answer). 64.8% identified with no racial or ethnic background, 17.8% as immigrant, 12.4% as racialized, 5.0% as Francophone, and 2.8 as Indigenous. 3.9% preferred not to answer. Francophone women also identified as immigrant and racialized, and immigrant women also identified as racialized.

In comparison to how many identified with these identities, francophone, immigrant, and racialized women were concentrated in non-management and middle-management positions. Survey respondents that identified as immigrant and racialized were concentrated in the social services subsector.

61%
Of survey respondents who identified as Immigrant work in Social services

The survey and learning circles confirm the racialized and gendered division of labour discussed in the literature review. That is that immigrant and racialized women are concentrated in social services and that they are more likely to be in frontline rather than senior leadership positions.

Q. Which category does your position fall under?

Legend:
- ■ Front-line / non-management
- ■ Middle Management
- ■ Senior Leader
- ■ Prefer not to answer

WOMEN'S VOICES

Leadership positions are saturated by white women.

A lot of women of colour are streamed into non-profit, partly because we see the issues in our lives and communities and want to create change, but its a cycle that continues to oppress us and marginalize us. Within the sector, we need to have support in advocating for ourselves, for negotiating rights and salaries. We need support to stop internalizing racism and sexism and navigating managers and peers that perpetuate this.

There are not enough immigrant women in leadership in Toronto, and in nonprofits, the higher you go the fewer immigrant women you see.

Racialized people are in the newcomer and immigrant subsector because they serve racialized communities. They are saying that you can use you life experience to work here.

I have only had women managers, but rarely women of colour managers.

Make space for younger women and POC [persons of colour] to have a dialogue and be visible at events like conferences and leadership roles. The Canadian nonprofit sector is dominated by mid/late career white women.

More and better representation of Indigenous, Black women and women of colour in leadership and senior positions.

Reduce the racism in the sector that stops racialized women from advancement and fulfillment in charities

More efforts should be made to particularly offer educated women of colour opportunities for career growth.

Offer professional development and mentorship formally to all staff and leaders but especially minorities

"Limited opportunities to move up and because typically it's male dominated at the top"

In the learning circles and survey, there was tension around understanding and identifying a glass-ceiling in a feminized sector – some said a glass ceiling exists, some said it doesn't, and some provided examples of a glass ceiling but didn't identify it as such. According to the survey, of the 28% of respondents that said their opportunities for advancement are hindered by their gender, 20.5% said in the sector broadly, 5.3% said in their current job and the sector broadly, and 2.2% said in their current job. 15.5% were unsure.

On the one hand, participants said advancement to leadership wasn't difficult, particularly in women-majority subsectors and women's organizations, or that the issue wasn't gender but lack of leadership opportunities generally across the sector. But, those in women-majority subsectors also indicated that they made less than other subsectors and perhaps a glass ceiling existed outside of their subsector. This is a symptom of a glass ceiling in a feminized sector.

On the other hand, participants shared that they predominantly saw men in the sector in larger organizations with bigger budgets and in decision-making positions where they consequently earned more. In short, men are concentrated in limited leadership positions. Further, when asked for recommendations for change, participants overwhelmingly said that more women and particularly immigrant, racialized, Indigenous, and trans women as well as women with disabilities need to move up in the sector. This implies that the leadership positions women are in currently do not have the same power as the leadership positions men are in, even though there are more women leaders. Some participants also mentioned that child-bearing years, pregnancy, and motherhood, lack of professional development opportunities, and more offering of precarious work had more of an impact on their advancement. These are all symptom of a glass ceiling as well.

28%
Of survey respondents said their opportunities for advancement are hindered by their gender

30%
Of survey respondents said their opportunities for advancement are hindered by other aspects of their identity

In the previous section, a racialized gendered hierarchy of the sector illuminated that more white women were in leadership positions in the sector. According to the survey, more racialized women said their opportunities for advancement are hindered by their gender in the sector broadly (28.7%).

Moreover, of the 29.5% of respondents that said their opportunities for advancement are hindered by other aspects of their identity, 6.4% said yes in their current job, 14.1% said in the sector broadly, and 9% said yes in my current job and the sector broadly. More racialized women said yes in the sector broadly (33.8%) and yes in my current job and the sector broadly (15%). More Indigenous women said yes in my current job (16.7%). Participants shared that lack of advancement was compounded by other parts of their identities at different times in their careers, at times it was their gender, or at other times their race, immigrant status, or age.

30.1% of respondents said yes they have experienced a glass cliff scenario where they were able to achieve a leadership position during times of organizational crisis while 17.7% answered they were not sure. Indigenous

(38.9%), racialized (35.0%) and immigrant (33.0%) women were more likely to answer yes they had experienced a glass cliff scenario.

WOMEN'S VOICES

Within the sub-sectors I've worked in, women have been granted plenty of advancement opportunities, however, the wages associated with ED positions that have historically been filled by women have not grown sufficiently. There is huge wage stagnation in these female dominated sub-sectors (I'm thinking particularly of arts and culture).

Not because of gender but because of lack of leadership/succession planning

It is never a simple answer in this case. There are so many factors at play when it comes to advancement, that it is difficult to determine which one is more the cause.

I came into my role as an ED during a glass cliff scenario when the organization was facing crisis but had to learn how to re-establish organization but exhausted in getting set up in 3 year process.

Limited opportunities to move up and because typically it's male dominated at the top. When you are raising children you need the flexibility, you can't be behind a desk and work till midnight. I can take it home but I have 3 kids. Sometimes seen as an inconvenience.

Children and mat leave impacts those leadership positions, men are never asked those questions around childcare and mat leave. What if she gets pregnant in the next year or two? There are certain expectations on women and not on men, women are expected, realities women have to face, stuff outside the workplace.

The men on our team are senior and tasked with impressive technical responsibilities, which I'm certain I'll never be trained on before they retire, even though I handle all the "soft" technical components of their work, and collaborate with them frequently, advising them on how to improve their own contributions. While I could likely be Director in a few years, because of the soft skills and vision required there, I am not sure I could transfer to the technical team with any ease - of course, no one has consulted me on my own wishes.

"I was getting criticized by the board for being 'too rude'"

Learning circles and survey participants across positions said that boards treat women and men senior leaders unequally. While participants in the learning circles provide specific examples, in the survey many recommendations for change were made for board trainings. In addition, in the survey senior leaders expressed experiencing sexism most commonly from board members (59.6%).

The literature review highlighted that gender is a strong influence once women are in senior leadership positions where women particularly described a lack of support and faith from their board, being bullied by the board, boards deferring to other male colleagues rather than the women in leadership positions, and that they had to constantly prove themselves. Evidence from the learning circles and survey corroborate this research as well as adds to it. This finding is not surprising because power dynamics contribute to sexism and the board has power over the senior leader as the senior leader reports to them and the board hires them.

WOMEN'S VOICES

There is a marked difference in the interaction with the board with female ED versus male ED.

We had a female ED for a while and then a male ED came on. The shift has been interesting as the male ED is given more flexibility; he is given what he wants.

Board members (many males) talk over female EDs, they diminish her contribution to the organization.

I discovered I needed to be more assertive with my board but then I was getting criticized for being "too rude".

A male board member asked me to make him a cup of tea. I soon realized he has a boys club on the board. He would take up space in the board meeting, taking away from the female chair.

A male board member treated me and a female board chair differently where he would argue about everything but if another male board member said something he wouldn't say anything, which signaled a pattern for me.

I am the first woman to lead my organization and in the first year there was a lot of commentary from the board:"She's much more emotional and passionate". Comments were not necessarily negative, but made the distinction that I was a woman leader.

I worked for a woman ED who resigned due to ethical issues with the board. The male board chair asked her to put out a press release about her being a mom and not handling the pressure - which was untrue since it was about ethics.

MANAGING STAFF

"When a female manager is supervising males there is a different dynamic"

In the learning circles, participants who managed staff described a difference in managing men compared to women staff. This is a new theme as it was not in the literature review nor was it explicitly explored in the learning circles until it emerged organically.

WOMEN'S VOICES

A male manager below me was like don't ever talk to me like that, he didn't want to hear me telling him how to do his job, and was so rude to me.

I experienced a sense of entitlement "why would you give me feedback", it's subtle but it comes out. I want to learn how to navigate this.

Once in a while stronger male staff will challenge me and throw their credentials around. I throw my credentials and experience right back.

I have a new male hire that continues to speak over me and does not listen, disregards direction given and it's been a week in employment. I have never experienced this with female staff and I'm worried because he's already managing 3 women and it changes the dynamic where he's influencing subordinates who have years of service.

Males will refuse and will question authority and diminish manager decision which can be even more challenging.

There is an automatic confidence males bring to the workplace that is different.

I don't know if I would have had as much patience with a female staff versus male staff.

MATRIARCH LEADERSHIP

"Sometimes women in leadership blur the line of mother and professionalism"

In the learning circles some participants described the female leader in nonprofits as a matriarch with mixed feelings if that was a good or bad thing. Both leadership in the sector and women's style of leadership was described as collaborative. However, participants were hesitant to label collaborative leadership as feminine and did not draw parallels between leadership style in the sector and being collaborative because there are so many women.

This characterization was not found in the literature review. It emerged organically in the learning circles when participants were asked about what type of style of leadership in the sector held weight and whether that was gendered.

WOMEN'S VOICES

Concept of leadership is masculine role, what would the opposite be? Leads with empathy, collaborative, safe space. What makes a good leader are not stereotypical male stereotypes.

Male leader didn't get some of our women experiences such as being concerned about staying in an unsafe area during a work trip.

As much as the nurturing is appreciated, people say you are too emotional. You get punished for expressing emotion, huge discomfort around emotion, particularly women are discouraged.

I had a woman boss, she is truly a leader, she inspired me in the nonprofit sector, I see good leadership from her.

The gift we had given our previous ED was the opportunity to feel comfortable and take on feminine style of leadership. In all of her previous roles she couldn't.

Sometimes women in leadership blur the line of mother and professionalism. My boss crossed it and I had to call her out. You can't really do that in a professional manner, this is a huge reason why I don't want to continue in the sector.

Female leader as a matriarch - I don't think this would fly in the private sector. The matriarch puts everything in order.

I've never had a boss who wasn't female. The matriarch would jive well. What makes me afraid is that I've had bosses be called dragon ladies. I don't know if a male boss would be called that.

MENTORING
"I would invest in mentorship for people"

Both the learning circles and survey highlighted that specifically the lack of mentorship opportunities at all career levels impacts women's growth and advancement in the sector. According to the survey, 32.7% of respondents did not have or had not had a mentor(s) but wish they did, 17.2% said no, 8.7% answered yes it was hard finding them, and 7.0% had not thought about having mentor(s). On the other hand, 34.4% answered yes they have or had a mentor(s) guiding they in their nonprofit career path. Indigenous and racialized women more commonly answered yes they had a mentor but it was hard finding them, immigrant women more commonly answered they hadn't thought about having mentors. Everyone equally said no, but i wish I had a mentor(s). In the learning circles participants talked about the importance of mentorship during particular transition moments in their careers and how critical it is at all career levels, not just when entering the sector but also when they are in leadership positions.

57%
Of survey respondents do not have and haven't had a mentor

WOMEN'S VOICES

I never had a mentor. I took two years off to take care of my daughter and now when returning to work I am having a "crisis of confidence" and have taken on a role I am overqualified for. I've hired external help - career coach - to help me.

I think within the sector mentorship happens informally, it depends on who your manager is. For mentorship you have to take that initiative yourself outside.

In my organization, it's about a policy and procedure around the mentorship, which enables this development.

Where I am today, I had some very wonderful women who shared the spotlight and had trust in me. I made a commitment, any person I work with, give people chances it's always intentional.

I don't want someone to be as responsible and overwhelmed as I am.

Need that support system.

English is a barrier, it's not my first language and so I don't feel comfortable networking, building relationships and getting to know more people.

"I wouldn't know if a gender wage gap existed"

In both the learning circles and sector survey, the gender wage gap was identified at a leadership level (middle management and senior leaders) as opposed to the non-management level. According to the survey, 22.2% of respondents said yes that they had experienced the gender wage gap while 33.2% said they are not sure because they don't know how much others get paid, and 15.5% were unsure. More racialized, Indigenous, and immigrant participants said yes to experiencing the gender wage gap.

Senior leaders most commonly responded yes to experiencing the gender wage gap at 35.3% while both non-management and middle management most commonly said no because they don't know who much others get paid (36.1% and 38.4% respectively).

In the learning circles, participants said that the gender wage gap exists sector wide by virtue of the sector being feminized and is more identifiable at the senior leadership level because there is more room to negotiate, it's not project based, and there is an opportunity to earn your raise. At the non-management staff level, participants said they didn't know is a gap existed because they didn't know how much others were making, and many of their positions are project based so the salary being offered is what was funded.

Participants in both methods shared three ways in which the gender wage gap can be mitigated: if organizations have pay scales and don't ask for salary expectations, have a job valuation system that evaluates with a gender lens pay across same jobs and male class jobs and female class jobs, and with pay transparency. Pay equity was brought up as a solution as well, and people agreed with

Q. Have you experienced the gender wage gap in your nonprofit workplace, where you are paid less than a male counterpart with similar portfolios, experiences, and skillsets?
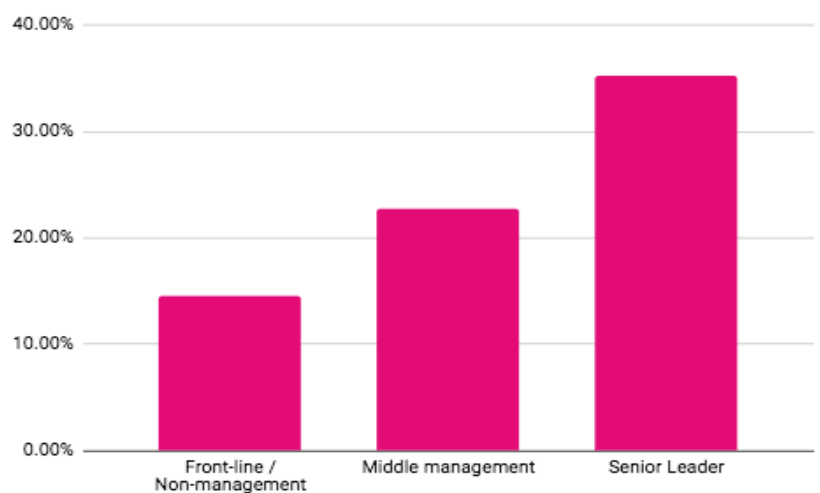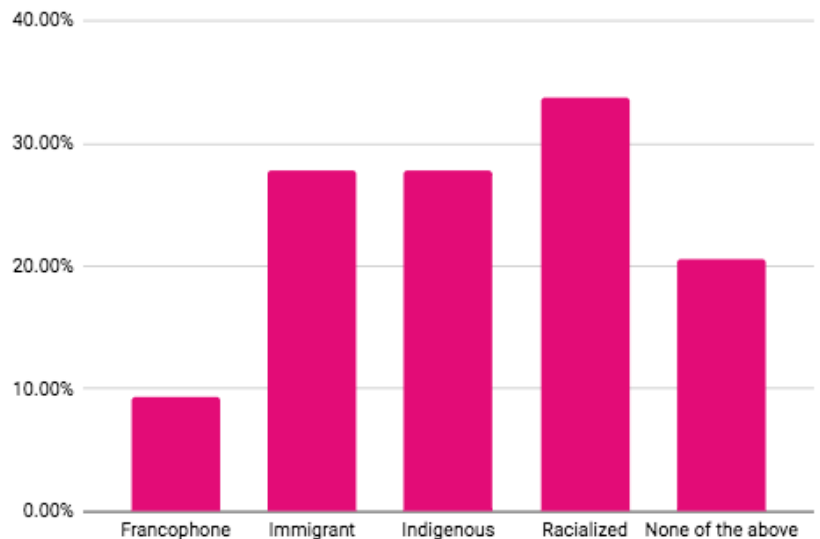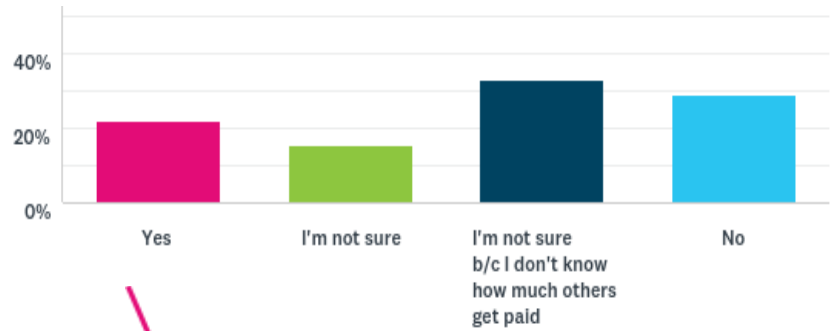
it in principle, but those that had been around to witness it implemented or were senior leaders expressed many frustrations with its implementation in the sector. The literature review indicated that there is a gender wage gap in the sector because men were often leading large organizations with larger budgets and women were leading smaller organizations with smaller budgets.

WOMEN'S VOICES

I haven't experienced it because funding guidelines for salary were clear.

There is no way of knowing what each other is making in bigger organizations, you could know how much the CEO is making but not more than that, people don't share.

I accidently found out that my male counterpart, even though I have a larger portfolio than him, was making more than me. I brought it up to senior leadership and they gave me a raise which was confidential, but my counterpart got a promotion despite starting later.

Over the course of my career, the wage gap has personally cost me $500,000 (I did the math based on what I made in each role each year and based on the pay gap for that year).

You can see it when an ED changes from male to female, the pay scale would increase with a male or lower for female. Males bring up salary of positions

A senior director position started as a female in the beginning and now it's held by a male and when he arrived the salary went up $15K. But it's the same work as female predecessor.

I got replaced by a man who started at a higher pay than I did. They had zero experience and asked for more money. He was complaining his salary was not good. This is male privilege.

Male senior management has pay increases but there are no pay increases across the organization. ED and senior directors, all men, have superseded HR policies and have 5 weeks vacation as opposed to 4 weeks.

In the past I had a board that was unaware that you had to pay an executive director more. The thought process was interesting because the assumption was that "she'd be fine, let her be". If there was a male counterpart this would have not flied, as a woman, single mother, immigrant, and racialized they thought it could.

I knew what the scale was and they gave me an offer near the low end. We then had consultants do gender wage gap analysis and I got a significant raise because they found there was underpay.

The solution is pay transparency, why should it be confidential?

Legislation like pay equity comes into play yet our budget don't include paying for it, we don't have the resources, the government talks about equity but doesn't fund it.
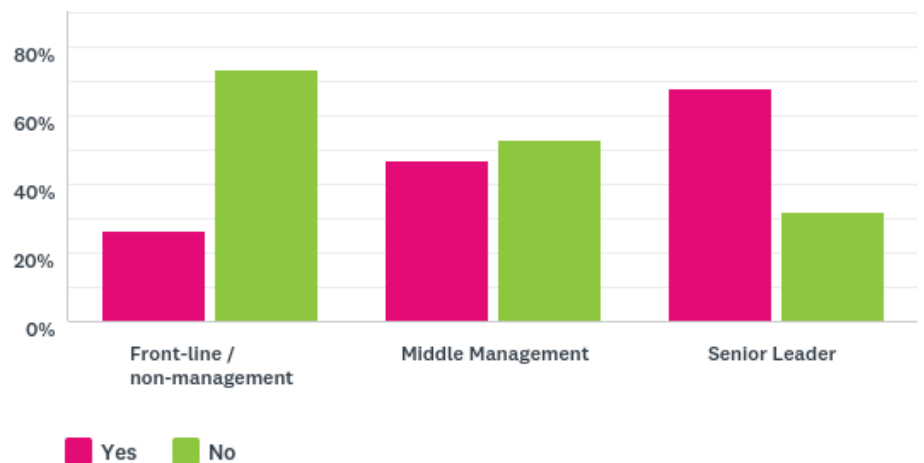
NEGOTIATING SALARIES AND BENEFITS

"I find it very difficult to put my big girl pants on and ask for more in nonprofits"

The gender wage gap conversation naturally led to participants discussing negotiating salary in the learning circles where they shared that negotiating salary and raises is complex and layered for women because they not only feel like they lack the skillset and confidence to do so effectively but also because nonprofit pay structures don't welcome negotiation. Participants shared that they wouldn't ask for more, given that it is a nonprofit, and so there is worry, fear and guilt associated with negotiating. Senior leaders in particular talked about feeling guilty because of how little their staff made. It was shared that men don't lack the skillset or confidence nor feel constrained by those same nonprofit pay structures.

According to the survey, 56.7% of participants have not negotiated their salaries. Senior leaders were the most likely to negotiate while non-management staff were the least likely.

This was not found in the literature review and emerged organically in the first learning circle after which it was asked in the rest and in the survey.

Q. Have you ever negotiated your salary in the nonprofit workplace?

[Bar chart showing Yes (pink) and No (green) responses by role: Front-line / non-management — Yes ~28%, No ~75%; Middle Management — Yes ~48%, No ~54%; Senior Leader — Yes ~69%, No ~33%]

WOMEN'S VOICES

I think it's a woman's thing and is exacerbated by the nonprofit sector.

I logically know I can negotiate but I feel chronically under-confident about my work even when I know my performance review is fine.

You don't get what you deserve but what you negotiate for.

Women aren't taught to negotiate and ask for more money. Women are always underselling themselves whereas men are comfortable negotiating, they will always ask for more, even in nonprofit.

When employees come forward wanting raises, the male staff just say they deserve more, many of the female staff highlight their work ethic and purpose for a raise with a 3 page essay.

My ED is wonderful but she knows how to pinch her pennies.

Meeting targets and results gives a worker a leg to stand on to ask for a raise but it's hard to have those type of targets in nonprofits.

The nature of the job seems like there is no room for negotiation. Budget-based, set amount.

I was refused a raise, partly because "many people would do this job for the love of doing good work".

Guilt comes from values, that is, where is the money for a salary raise going to come from? Can you negotiate in the nonprofit sector?

I knew salary was non-negotiable so I negotiated part-time work, vacation, flex hours, work from home

I negotiated in the sector with the value I brought to the organization, I put in all the work. But everyone got a raise in the organization for the same amount which made the negotiation pointless and made me completely devalued.

I went to the board for a rise with all the information on how much people in my position were making in the subsector and what I wanted in comparison - I even asked for a lower amount. The board's answer was a lower offer than what I asked for and they said that I would have to fundraise for the raise.

My ED was a female so I went into contract negotiations saying "you're a woman, I'm a woman, you need to advocate to the board for my salary".

I gave up my salary to hire more. As leaders we can't keep underpaying people. Part funder responsibility, but some of it is the sector's.

I'm scared of hearing "why is the ED getting a raise when all our salaries are frozen" even when I deserve the raise.

Leadership sets culture around negotiation, they should welcome it.

What do I have control over? HR policies, culture, flex time etc. I can't pay the best but I can be careful and caring.
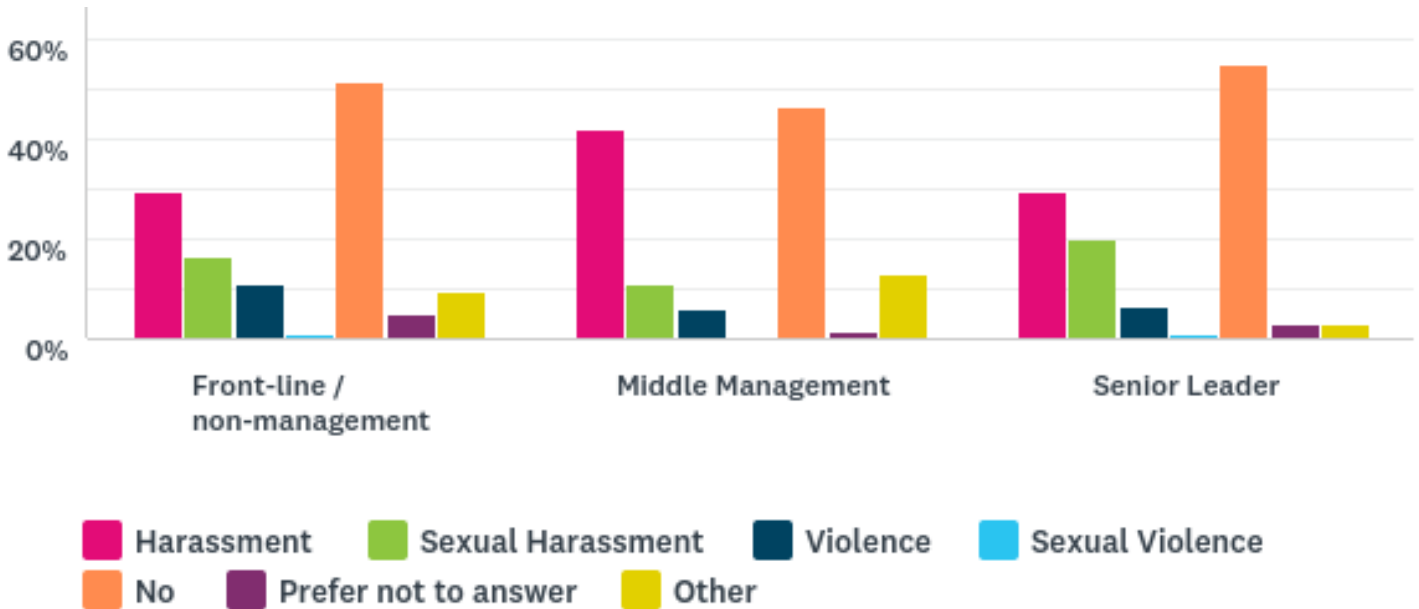
BULLYING AND SEXUAL HARASSMENT

"There can be some really bad behaviours on the part of women"

In both the learning circles and survey, participants overwhelmingly described experiencing harassment and some sexual harassment in the sector. Harassment included bullying and verbal abuse. According to the survey, 32.4% of respondents have experienced harassment and 15.7% sexual harassment in the nonprofit workplace. Out of those that had selected a type(s) of harassment, more middle management experienced harassment, more senior leaders experienced sexual harassment, and more non-management staff experienced violence. Racialized women were the most likely to experience harassment at 43.8%.

In both the learning circles and survey bullying was discussed in relation to lateral violence and specifically perpetuated by women in leadership positions. Sexual harassment was discussed more commonly in the interactions with external parties such as clients and stakeholders. Some participants shared the compounding impacts of harassment based on their identities. They also shared that harassment in the workplace can be mitigated with an organizational culture that emphasizes support and better HR structures. Domestic violence in the workplace did not surface in the learning circles and survey.

Q. Have you experienced any of the following in the nonprofit workplace? Check all that apply.

WOMEN'S VOICES

The harassment that is insidious comes from female leaders bullying other females.

Have experienced bullying, harassment, ageism, and sexual harassment from all (6) of my superiors (3 non-profit workplaces).

Sometimes when women are trying to be assertive or demonstrate leadership it can be perceived as bullying, it's difficult to distinguish sometimes.

When bullying intersects with race you become the "problem black women in the workplace".

There are challenges of working in a place that is also your community, especially when that community is already viewed as marginalized. There are issues of closing ranks around bad individuals because they don't want it to reflect on the community as a whole. In practice, it gives individuals a "pass".

I was once told that the best place to go for funding was to people's offices or homes, which actually exposes employees to seuxal violence.

A male staff has been accused of harassment, inappropriate comments and it's unclear if he is actually listening to this feedback or he taking it seriously, which is challenging to deal with.

When I worked in International Development, my boss dropped me and a colleague off at a lawyer's house who aggressively hit on us and asked if we wanted to spend the night.

My organization brought someone in to talk about sexual harassment with staff but that person framed it as a woman's responsibility to react to situations which in my opinion makes it difficult to navigate harassment experiences.

This only happens in the nonprofit sector where HR and other roles are wrapped up in one position/person (ED). Nonprofit sector does not have the adequate resources to fund HR and so it tends to fall on the ED which doesn't make any sense or help anyone as that usually isn't their field of expertise. This is a huge barrier in terms of people feeling comfortable and sharing their experiences.

A staff member who had no HR outlet wrote a letter to the funder to air grievances and caused a bigger issue.

EDs are the only ones that communicate with the board (they are usually blindly supported) and if they are the harasser, employees have no one to turn to. It happened in my workplace and was the cause of three women silently quitting after harassment and bullying by the ED. They felt they could not go to the board because the board loved her and would not believe them.

**INTERSECTIONS OF GENDER WITH AGE, RACE, AND DISABILITY**

"My age and my race"

Ageism and racism and were the two most common forms of discrimination experienced by participants in the nonprofit workplace as shared in the learning circles and survey. While a majority of women said they had not experienced discrimination, out of the respondents that had, 27.8% identified ageism and 11.6% identified racism. 10.9% of participants selected "other" where they elaborated on their experiences or shared witnessing discrimination (particularly homophobia, ableism, and racism).

It also revealed some new forms we had not thought about. We had thought discrimination based on gender would be captured in the question on experiencing sexism, many identified it in this question as well, particularly on the basis of motherhood. Motherhood was expressed as childbearing age, pregnancy, motherhood, parental status. Other new forms emerging were racism linked to immigrant status and English language proficiency, mental health, personal politics, and classism.

Of the participants identified as racialized, 56.3% of them experienced racism while 38.8% experienced ageism.

Q. Have you experienced discrimination in the nonprofit workplace based on the following? Check all that apply.

No	51.6%
Ageism	27.8%
Racism	11.6%
Other	10.9%
Religion	6.7%
Prefer not to answer	5.1%
Ableism	4.5%
Homophobia	3.9%
Transphobia	1.2%

Q. Have you experienced discrimination in the nonprofit workplace based on the following? Check all that apply.

Legend: Ableism, Agism, Homophobia, Racism, Religion, Transphobia, No, Prefer not to answer, Other
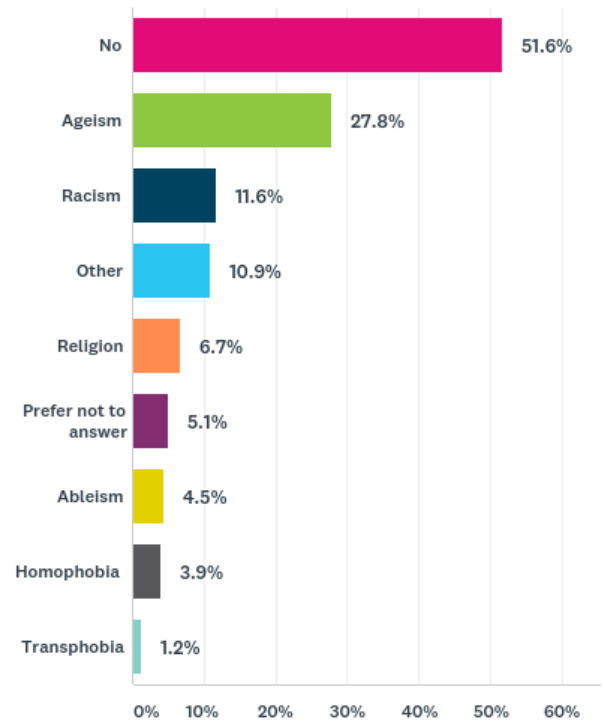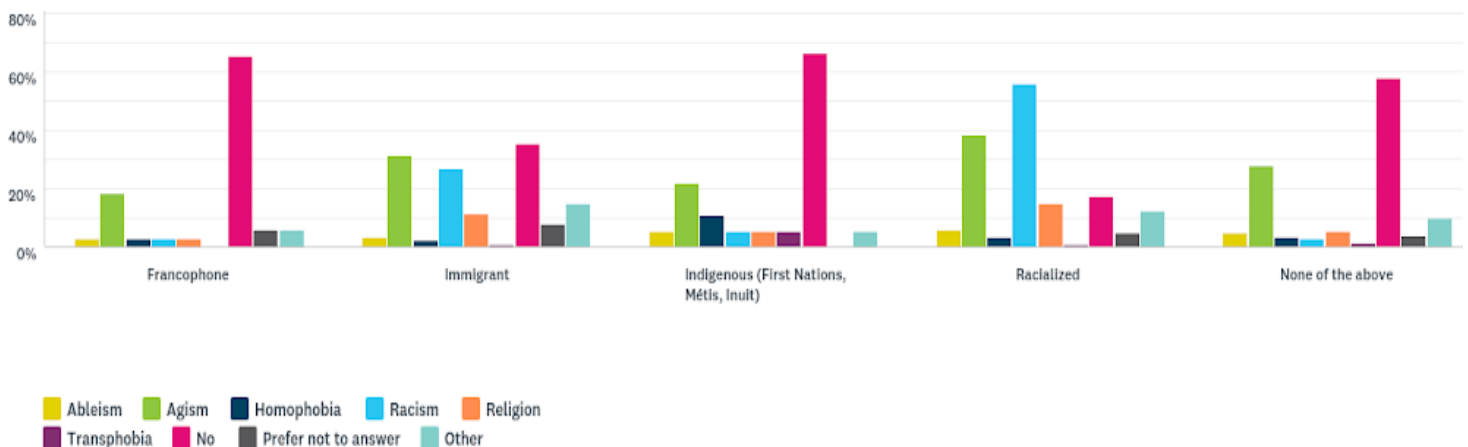
"I feel that there is a lot of ageism"

In both the learning circles younger and older women talked about experiencing ageism in the sector while in the survey the experiences of ageism particularly emerged from young women. Older women shared that they are seen as antiquated and are being pushed out of the sector. On the other hand, younger women shared they are seen as not having enough experience or skillset to advance. Younger women specifically talked about experiencing ageism and sexism together.

WOMEN'S VOICES

There is a reality that there's little in retirement so people don't want to retire without an income so there are few over 65 years old (70-72 year old) who continue to work.

I experience ageism and sexism which are hard to distinguish between sometimes (are they not listening because I'm young or a woman?).

I have been actively bullied by senior leaders who are female and who don't want young talent coming in and rising.

As a young person, my perspectives are not appreciated or valued.

Yes, being of childbearing age - the risk of mat leave has come up.

You hear "what an opportunity for you"! It's not like I didn't earn it, I won that job on merit.

At a leadership meeting with all older people, they asked if I was a secretary, a high school placement student, note-taker and they weren't apologetic.

Under the guise of casual conversation people will ask what do you do, what are your qualifications? In other words, what justifies being in the position that you are in. Many times they will try to get to know how old I am, this is happened numerous times.

"Racism, I definitely feel it"

In both the learning circles and survey, women shared experiencing racism as well as witnessing it. Sharing of experiences was not confined to discrimination questions, but rather appeared in the answers to most questions and multiple recommendations for change were made particularly for immigrant and racialized women.

WOMEN'S VOICES

Racism, I definitely feel it being the ED of my organization. My identity definitely affects my career choices. I don't think I'd fare well in any mainstream organizations, there is a personal aspect to joining my organization. I don't think I can fit into different organizational cultures in the sector unless I was in a position to affect it. Racist undertones exist. It's a very white-dominated space and I have extra challenges as a queer woman.

I think particular attention needs to look at workplace conditions for ALL women. I see a lot of discrimination, silencing and microaggressions against women of colour in the workplace or people who speak English as a second language.

I negotiated a salary increase in an organization where a racialized woman in the admin role had not done the same. I think it messed with her head that I was able to come in and do that. I felt that perhaps it was a function of my privilege that I felt like I could ask. I also felt privileged as a white woman who "fit into the culture" of an organization.

Employers say that "she is the token diversity quota" and make others feel good at my expense. I'm tired of being the voice of diversity.

The accent sticker. No matter what, even if you express yourself well, you have that. Would that ever go away?

Clients and coworkers somehow remind you that you are an immigrant to undermine your role and decisions.

I think I have done better in the field because I am white. I have noticed that I am listened to more in meetings, taken more seriously and seen as a 'leader' more than racialized workers.
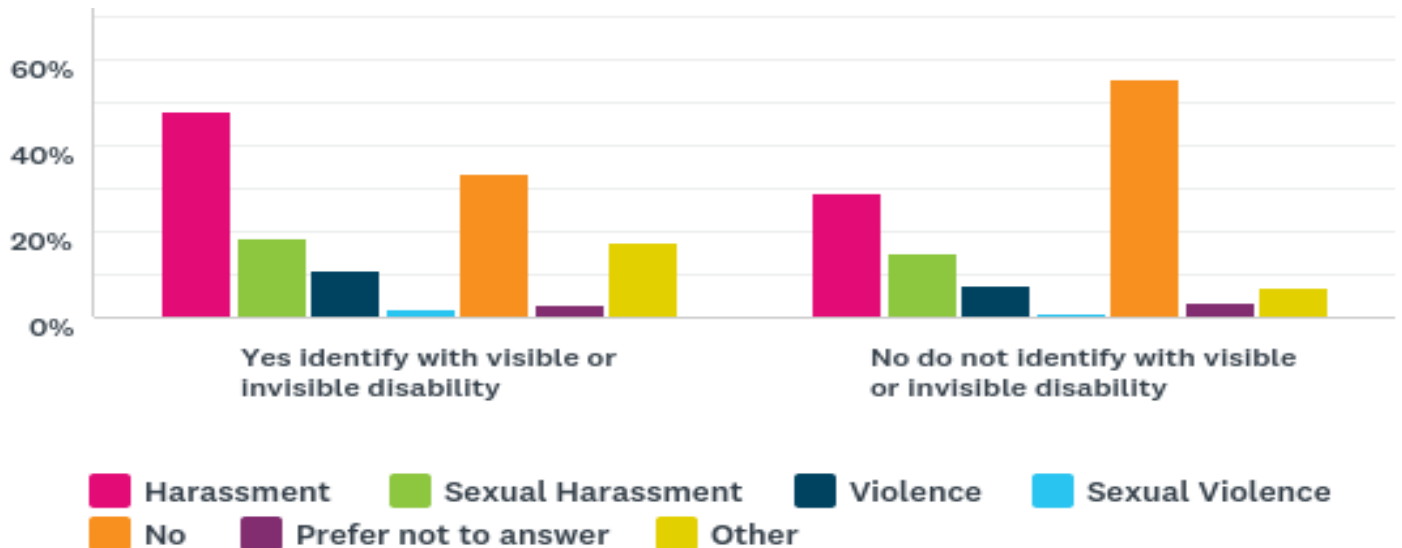
"Your able-bodied peers may be making mistakes, but probably won't be judged as harshly as you"

In the learning circle for women with visible or invisible disabilities, participants described facing barriers in the nonprofit workplace that are compounded by both their gender and disability. They shared examples of tensions in disclosing their disability and asking for much needed accommodations.

The survey revealed the impact of these barriers. According to the survey, 15.8% identified having an invisible or visible disability. Those that identified with an invisible or visible disability also were more likely, in comparison to those that didn't, to have experienced sexism (52.9% vs. 44.7%), the gender wage gap (27.5% vs. 21.4%), and harassment (48% vs. 28.9%) in the nonprofit workplace. They were also more likely to say not at all in being able to sustain themselves or others if they are caregivers on their nonprofit wages (33.3% vs. 17.5%), and that their jobs are not very flexible (13.7% vs. 8.0%). Also that opportunities for advancement in the nonprofit workplace are hindered by their gender in the sector broadly (23.5% vs. 20.4%), hindered by other aspects of their identity in the sector broadly (19.5% vs. 12.8%), and they were more likely to experience ageism (38.2% vs. 25.8%) and racism (16.7% vs. 10.3%) (this could be the case if more people identified having an invisible disability versus a visible one which the survey did not track).

The learning circles and survey data reflect that the literature review finding that women with disabilities experience compounded barriers in the labour force manifest in the sector as well.

Q. Have you experienced any of the following in the nonprofit workplace? Check all that apply.

Legend: Harassment, Sexual Harassment, Violence, Sexual Violence, No, Prefer not to answer, Other

WOMEN'S VOICES

As a woman with disability, I've been told to go to big banks, but I want to work with non-profits but feel like they are less proactive at letting us [people with disabilities] be a part of their staff. I have applied for big non-profits, but it's almost like they don't know what to do with you as a person with a disability.

I have a hearing disability and at times experience ableism. I don't want to be identified as someone with a disability so I don't disclose it. If it impacts my work I do and I have had some good advocates. I worry that as a leader it would be used by staff as an issue.

I always feels like women with disabilities like me have to prove our worth, having to work harder/longer/better than others.

It's almost a fear of making mistakes. Your able-bodied peers may be making mistakes, but probably won't be judged as harshly as you.

We're steered into jobs because of our disability versus passions and interests.

I am conscious of my mobility issues and am worried about whether others are excluding me from certain things out of "kindness" or concern for my ability. This is my perception, though.

As soon as I disclosed, another colleague disclosed, and I feel we're a better team now. I have found that organizations who have a large percentage of volunteers/staff identifying as having a disability are best able to serve people with disabilities.

Even after I disclosed at my current workplace, I noticed things changing slightly without being checked with me first. I noticed that they're slowly giving my workload to someone else.

I'm costing organizations money already, how do then ask for a raise?

I can do anything an able-bodied person can do, I just do it differently.

Mentor/menteeship is very important.

I agree with [Participant X], where I work right now, they see certain things (in me) where other people may not see my potential, but my head of director does. She speaks up for me and she's helped me out with opportunities to expand and push me forward.

For me, I find it very difficult to know what and when to disclose. I don't always ask for my accommodations. I have been becoming better at asking for that now but in the past I haven't, and it was a struggle and I was making it things really hard for myself.

NEXT STEPS

Conversation to action: a decent work for women agenda

There's much to be done to improve the lives of women working in the sector. This requires multi-pronged approaches that takes into account opportunities at the organizational, network, and systemic levels as well as within each pillar of decent work. Moreover, approaches that take into account the diversity of the sector, in all senses of the word. What is emerging is a *Decent Work for Women Agenda*, co-created by women working in the sector. In short, it's what decent work for women looks like.

Survey participants ranked the seven pillars of decent work for women, as below. Participants were not provided with definitions for each.
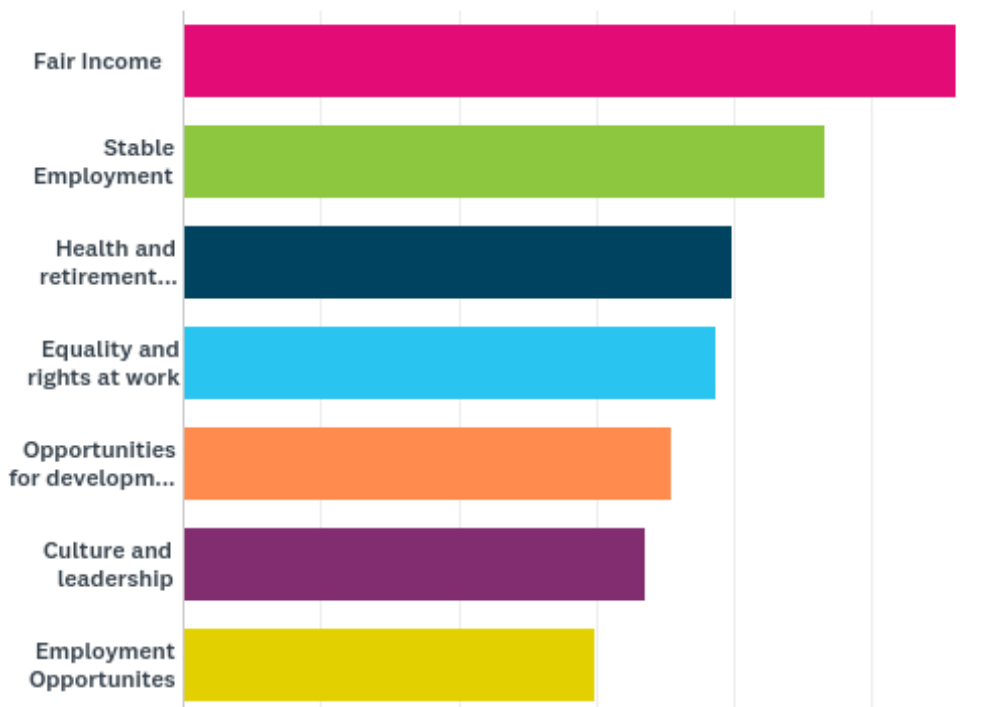
What follows are the recommendations participants made as as to what they think would make the most difference in the lives of women working in the sector. While ONN will lead and take on some of the recommendations made over the next year and a half, we encourage women working in the sector, employers in the sector, and stakeholders within and beyond the sector to take on parts of the agenda as well. Change will occur not only with multi-pronged approaches at various levels, but also with a whole network of people leading and supporting decent work for women.

Decent Work for Women Agenda

Participant recommendations around fair income

Organizational	Network	Systemic
Income commensurate to education, experience and market rate Performance reviews tied to salary raises Living wage and salary increases written into grant applications and proposals Salaries posted in job descriptions Transparent pay scales and grid Pay transparency across position levels Equal pay for equal work Pay equity	Equipping women with skills, tools, and resources on what is fair compensation and how to negotiate compensation Compensation reports and analysis across sectors and position levels, equivalency across other sectors	Advocate for Pay Equity and Pay Transparency legislation so its applicable to the sector Educate funders on the importance of administrative and professional development budget lines and cost of living increases Market wages Increase wages Close the gender wage gap Funding allocation study

Participant recommendations around stable employment

Organizational	Systemic
Permanent positions Job security	Financial sustainability through adequate, long-term and renewable, and core funding across all funders Simplify and streamline administrative process

Participant recommendations around health benefits, pension, maternity top-ups

Organizational	Network
All benefits written into grant applications and proposals Comprehensive health benefits for all Access to mental health supports Fair amount of sickness and wellness days	Pension Plan Maternity top-ups for maternity and parental leave

Participant recommendations around equality and rights at work

Organizational	Network
Employment and human rights literacy Mandatory anti-racist, anti-oppression, feminist, and truth and reconciliation training HR policies with checks and balances and reviewed regularly Specific policies: harassment, non-discrimination, parental leave / maternity leave Safe reporting of harassment and discrimination Double staffing for safety precautions	Repository of policy best practices Standards and consistency across the sector Unionization Empowering women and equipping them with the tools, resources, and skills to combat unfair treatment or harassment

Participant recommendations around opportunities for development and advancement

Organizational	Network	Systemic
Leadership training Mentorship programs Management training One-on-one coaching Professional development programs	Sectoral leadership training Professional development for senior women leaders Women specific professional development programs Mentorship programs across subsectors and sector Networking opportunities and support networks across position levels, subsectors, careers, and identities Network of mentees and mentors Skill building: position yourself, network, navigate getting into the workforce after having a child, identify good roles for you	Explicit buy in, support, and implementation from leaders Re-invigorating previous programs such as scholarships through foundations for nonprofit education and the Canadian Women's Foundation emerging leaders program Opportunities for growth and mobility

Participant recommendations around culture and leadership

Organizational	Network	Systemic
Women's committees Value, respect, and recognition of women workers Work-life balance Learning culture Flexibility (working from home, hours, time for childcare/family issues)	Women caucuses or committees More women leaders Indigenous, immigrant, and racialized women, women from the LGBTQ community, and women with disabilities in leadership and decision making roles Convening women to discuss gender issues Create awareness of gender issues Gala that celebrates women's work Movement and solidarity building Coalition work and planning tables	Campaign value of nonprofits to society, communities, and government Data to demonstrate value of sector (i.e business case) Pride across funders that they fund decent work Holding organizations accountable publicly (e.g. through legal requirements, insurance renewals)

Participant recommendations around employment opportunities

Organizational	Network	Systemic
Supporting women who are pregnant, on maternity leave, transitioning back to work, mothers Transparent hiring processes Diversity and gender balance across organizations, including the board Limited board terms Board training and certification Job sharing	Repository of board members Succession planning Shared platforms Incentives for promoting women in the workplace	Affordable and accessible childcare Labour market information data: on working in the sector and perspectives of young people in the sector

APPENDICES

Appendix A - Learning Circle Questions

How did you get into the sector? Why have you stayed in the sector? Why might you leave? Why is the sector like this? (i.e women thing, nonprofit thing, or both?)

Where are the men in the sector? Where are racialized women / men in the sector? Why?

What are your experiences of sexism in the nonprofit workplace? Have you noticed any gender dynamics? (i.e emotional labour)

What has your experience been with the gender wage gap in the sector? What might be some of its causes in the sector? Do you anticipate it?

What are your experiences of a glass ceiling in the sector? Have you experienced any barriers to getting into leadership roles and then staying there? Is leadership in the sector viewed as masculine? In your view, is your sector accessible to diverse women? Why or why not?

What are your experiences of harassment, of any kind, in the workplace?

What are your experiences of marginalization and discrimination - such as racism, homophobia, transphobia, and ableism - working in the sector? How do you navigate through these experiences?

What has your experience been with benefits in the sector (i.e. maternity, pension, health benefits)?

What would make a difference for women in the nonprofit sector?

Appendix B - Survey Questions

1. Did you participate in a learning circle this summer?
A. Yes; B. No

2. Rate how valued they think the nonprofit sector is in society:
A. Not very valued; B. Somewhat valued; C. Neutral; D. Valued; E. Very valued.

2b. What are the reasons behind your answer above?

3. Do your wages in the nonprofit workplace reflect:
A. Your job description: not at all, somewhat, neutral, very much so, completely, n/a
B. Skillset, experience, and education: not at all, somewhat, neutral, very much so, completely, n/a
C. Extra work: not at all, somewhat, neutral, very much so, completely, n/a
D. Market rate for your position: not at all, somewhat, neutral, very much so, completely, n/a

4. Can you sustain yourself (and others if you are a caregiver) on the wages you make in the nonprofit workplace?
A. Not at all; B. Somewhat; C. Neutral; D. Very much so; E. Completely

5. Do you have access to retirement savings such as an RRSP contribution or a pension in their nonprofit workplace?
A. Yes; B. No; C. I'm not sure

6. How flexible is your job in the nonprofit workplace? (i.e being able to leave early when needed, understanding of childcare or family issues, flexible work policies, having autonomy to self direct schedule when/if possible)
A. Not very flexible; B. Somewhat flexible; C. Neutral; D. Flexible; E. Very Flexible

7. Have you experienced sexism while working in the nonprofit workplace?
A. Yes; B. No; C. I'm not sure

8. From which group have you experienced sexism from: (check all that apply)
A. Board members; B. Community members or clients; C. Donors; D. Funders; E. Government officials; F. Managers; G. Peers; H. People from partner organizations that are nonprofit; I. People from partner organizations that are not nonprofits; J. Senior leaders

9. Have you experienced the gender wage gap in the nonprofit workplace, where you are paid lower than a male counterpart with similar portfolios, experiences, and skillsets?
A. Yes; B. I'm not sure; C. I'm not sure because I don't know how much others get paid; D. No

10. Have you ever negotiate your salary in the nonprofit workplace?
A. Yes; B. No

11. Do you or have you ever had a mentor(s) guiding you in your nonprofit career path?
A. Yes, but it was hard finding them; B. Yes, it happened organically; C. I haven't thought about having mentor(s); D. No, but I wish I had a mentor(s); E. No

12. Have you experienced a glass cliff in the nonprofit workplace where you are able to achieve a leadership position during times of organizational crisis?
A. Yes; B. I'm not sure; C. No;D. N/a because I have never been in this situation

13. Do you think your opportunities for advancement in the nonprofit workplace are hindered by your gender?
A. Yes in my current job; B. Yes in the sector broadly; C. Yes in my current job and the sector broadly; D. No; E. I'm not sure; F. Other

14. Do you think your opportunities for advancement in the nonprofit workplace are hindered by other aspects of your identity?
A. Yes in my current job; B. Yes in the sector broadly; C. Yes in my current job and the sector broadly; D. No; E. I'm not sure; F. Other

15. Have you experienced discrimination in the nonprofit workplace based on the following: (check all that apply)
A. Ableism; B. Ageism; C. Homophobia; D. Racism; E. Religion; F. Transphobia; G. No; H. Prefer not to answer; I. Other

16. Have you experienced any of the following in the nonprofit workplace? (check all that apply)
A. Harassment; B. Sexual harassment; C. Violence; D. Sexual Violence; E. No; F. Prefer not to answer; G. Other

17. Do you have access to maternity top-ups in your nonprofit workplace where the organization you work for supplements your income on top of what you receive from employment insurance when on maternity and parental leave?
A. Yes; B. I'm not sure; C. No

18. From the most important to the least important for you, rank the following 7 aspects of decent work:
A. Employment opportunities; B. Fair income; C. Health and retirement benefits; D. Stable employment; E. Opportunities for development and advancement; F. Equality and rights at work;G. Culture and leadership

19. What are your recommendations for making a difference in the lives of women working in the sector?
Do you have any other comments?

20. Which age group do you fall under?
A. Under 30; B. 31 to 50; C. 51 and over; D. Prefer not to answer

21. Which category does your position fall under?
A Front-line / non-management; B. Middle management; C. Senior leader; D. Prefer not to answer

22. What is your current employment status in the sector? (check all that apply)
A. Full-time; B. Permanent; C. Contract; D. Part-time; E. Prefer not to answer

23. Are you in a union?
Yes; B. No, but others are in my organization; C. No, our organization is not unionized; D. PRefer not to answer

24. Which subsector you do you work In?
A. Business/Professionals Associations and/or Unions; B. Culture and Recreation; C. Development and Housing; D. Education and Research; E. Environment; F. Health; G. International; G. Law, Advocacy, and Politics; H. Philanthropic intermediaries and Volunteer Promotion; I. Religion; J. Social Services

25. In what postal code is your work located in? (e.g. XXX-XXX)
26. Self-identify gender
27. Self-identify with invisible/visible disability
A. Yes; B. No; C. Prefer not to answer

28. Self-identify as: (check all that apply)
A. Francophone; B. Immigrant; C. Indigenous (First Nations, Métis, Inuit); D. Racialized; E. None of the above; F. Prefer not to answer