



**CHAMBRE DE COMMERCE
DU MONTRÉAL MÉTROPOLITAIN**
BOARD OF TRADE OF METROPOLITAN MONTREAL

STUDY IMMIGRANTS: GETTING POSITIONED FOR STRATEGIC JOBS



A Board of Trade of Metropolitan Montreal study produced in partnership with the **Conseil emploi métropole**, with the cooperation of **L'Oréal Canada** and with the support of **Momentum Technologies**. Data collection and processing done by **SOM**.

Produced in partnership with:



With the cooperation of:



Photos in this document were taken during the Board of Trade's Interconnection program activities.

Photographer: Jean-Michel Lavoie

BOARD OF TRADE OF METROPOLITAN MONTREAL

380 St. Antoine St. West, suite 6000
Montréal, Québec H2Y 3X7

Telephone: 514 871-4000 | Fax: 514 871-1255
www.btmq.ca

MAY 2016



TABLE OF CONTENTS

A WORD FROM THE PRESIDENT AND CEO	4	5- STUDY FINDINGS	20
HIGHLIGHTS	5	Snapshot of Immigrant Workers Employed by the City's Private Sector.....	21
1- INTRODUCTION	9	Prospects for an executive position	22
Goal of the study.....	10	Retention of executives.....	22
2- METHODOLOGY	11	Willingness to hire immigrants.....	22
Definitions	12	Advancing to Executive Positions: the Main Challenges Immigrants Face	23
Data collection on immigrants in executive positions.....	12	Insufficient fluency in French.....	24
Profiles of immigrant executive and corporate best practices	12	A limited command of business English.....	24
3- THE ECONOMY AND THE JOB MARKET	13	Cultural barriers and difficulties integrating.....	25
An Encouraging Outlook That Should Benefit Immigrant Workers	14	Insufficient or unrecognized experience.....	25
A favourable situation for the Greater Montréal economy.....	14	6- BEST PRACTICES	27
Less than optimal integration of immigrants to the job market.....	15	Adoption of Best Practices by Employers	28
Significant future labour needs.....	16	Put in place measures to help immigrants gain access to the work force	28
4- LITERATURE REVIEW	17	Use institutional services and programs	29
The Literature Shows Certain Obstacles to Career Advancement, But Is Encouraging	18	Proper Reflexes for Immigrants and Businesses.....	30
Origin and language.....	18	Profiles of immigrants.....	30
Overqualification.....	18	Business Profiles	32
Career advancement	19	Examples of Good Practices.....	33
		Foster diversity.....	33
		Cultivate a sense of belonging.....	33
		Support immigrant workers professionally	33
		7- CONCLUSION.....	35
		Avenues for Solutions.....	37
		Businesses	37
		Immigrants	37
		8- BIBLIOGRAPHY	38
		9- APPENDICES	40



A WORD FROM THE PRESIDENT AND CEO



Michel Leblanc

Attracting, integrating and retaining immigrants professionally is one of the Greater Montréal business community's top priorities. Immigration is a source of labour that is essential to the development of businesses and our collective wealth. We are facing weak growth in the active population and, like many countries with demographic challenges, we have to leverage talent from immigration. And since 87% of Québec's immigrant population is concentrated in our region, this is where the challenge of successful integration is most keenly felt.

Since 2008, the Board of Trade of Metropolitan Montreal has been working to improve the situation. We have taken positions in any forum available to raise awareness in the community and draw attention to the importance of welcoming talent from immigration. With the support of the Government of Québec, we started the Interconnection program, the goal of which is to reintegrate skilled immigrants to their field of expertise even if they have never succeeded in finding a job. Over the years, we have seen how invaluable it is for immigrants to have their skills recognized, and how beneficial it is for companies to be able to draw on those skills.

Through the many successful reintegrations, we have always wondered to what extent immigrants rise to the level of executive positions in companies. The professional rise of immigrants to strategic positions had never been studied.

This is what prompted the Board of Trade to conduct this study in partnership with the Conseil emploi métropole. For the first time, a survey was done of companies to create an overview of the situation of immigrants in executive positions in the city's businesses.

We were trying to determine to what extent immigrants hold executive positions compared with non-immigrants. I will leave you to discover the answer by reading this study. But what clearly emerges is that the main obstacles to the professional advancement of immigrants can be overcome and that companies (84% of them) are favourable to hiring them for strategic positions.

The recommendations emerging from this study are invaluable tools for companies, immigrants and immigrant assistance services. Immigrants will be more fulfilled professionally and personally. And ultimately, the economy of Québec and Montréal will benefit.

With this study, the Board of Trade hopes to create the first benchmark that will make it possible to compare the situation in Montréal with that of other major Canadian metropolitan areas. This will allow us to determine whether the quality of jobs immigrants find and their advancement to executive positions is evolving in absolute terms and compared with other major cities.

I hope you find the study illuminating.

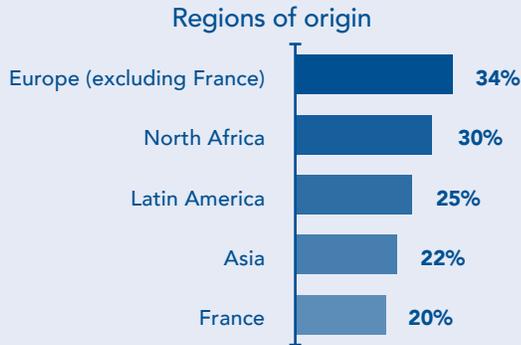
A handwritten signature in black ink, appearing to read 'Michel Leblanc', with a long horizontal line underneath it.



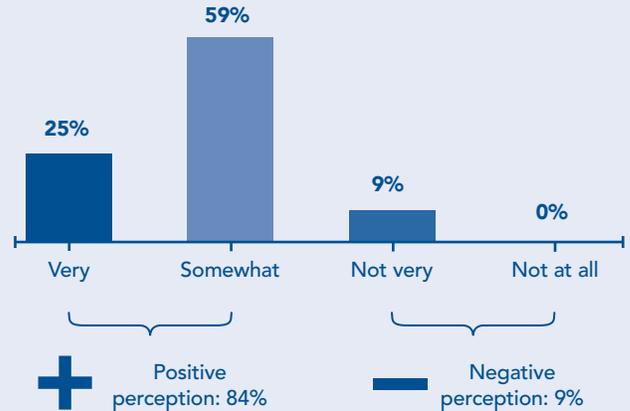
HIGHLIGHTS

SURVEY OF BUSINESSES – THE SITUATION OF IMMIGRANT EMPLOYEES

ORIGIN OF IMMIGRANTS

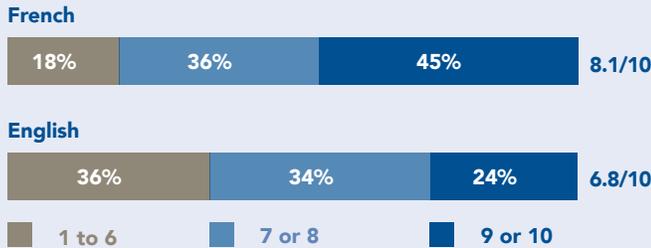


WILLINGNESS OF GREATER MONTRÉAL BUSINESSES TO HIRE IMMIGRANTS

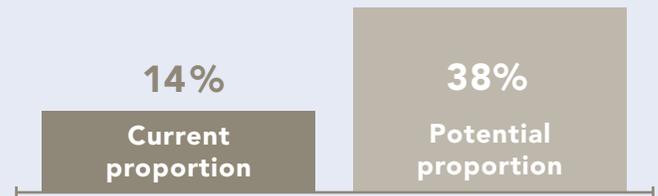


FLUENCY IN FRENCH AND ENGLISH

Immigrant employees have a solid command of French (score of 8.1/10), but are less fluent in English (6.8/10)

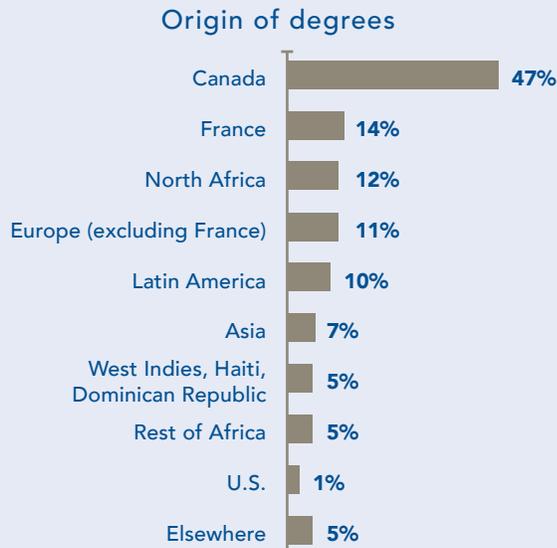


PROPORTION OF IMMIGRANTS IN MANAGEMENT POSITIONS



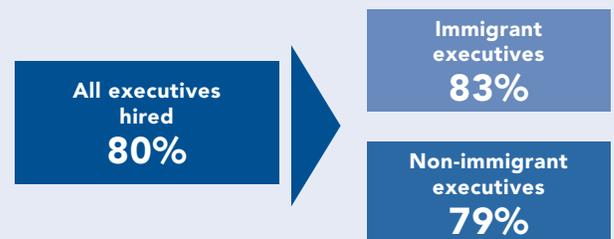
ORIGIN OF DEGREES

A large proportion of immigrant employees hold a Canadian degree: 47%

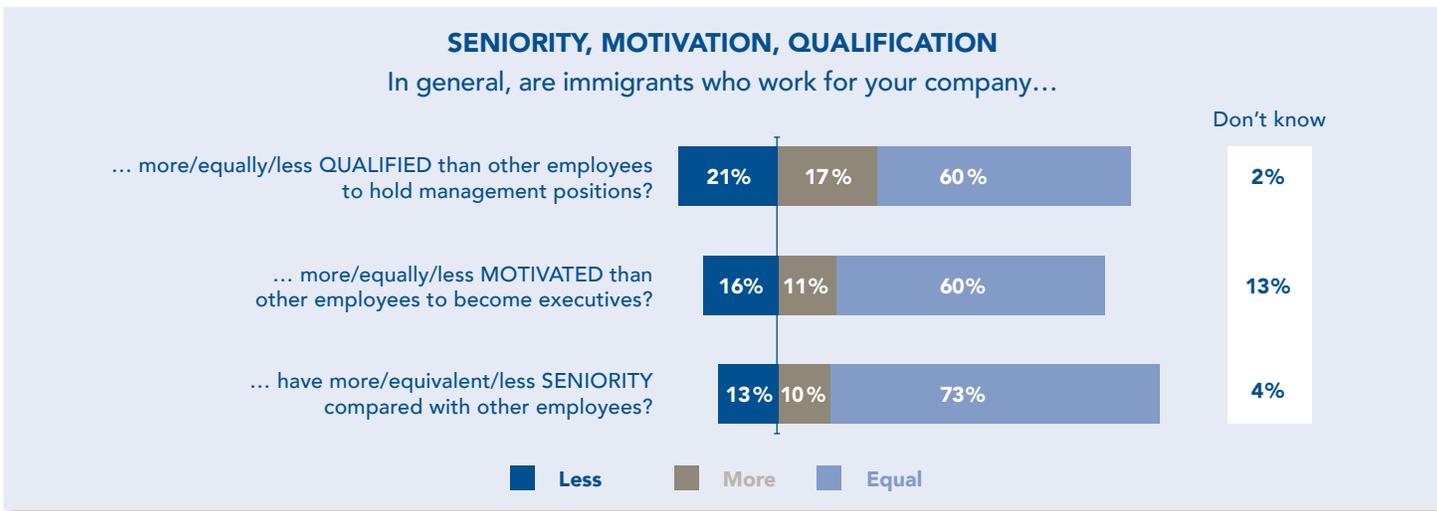


RETENTION OF IMMIGRANT EXECUTIVES

Proportion of executives recently hired still holding their position at the time of the study



HIGHLIGHTS (CONTINUED)



STUDY RESULTS – MAIN OBSTACLES TO IMMIGRANTS ADVANCING TO MANAGEMENT POSITIONS

- ! Insufficient command of French**

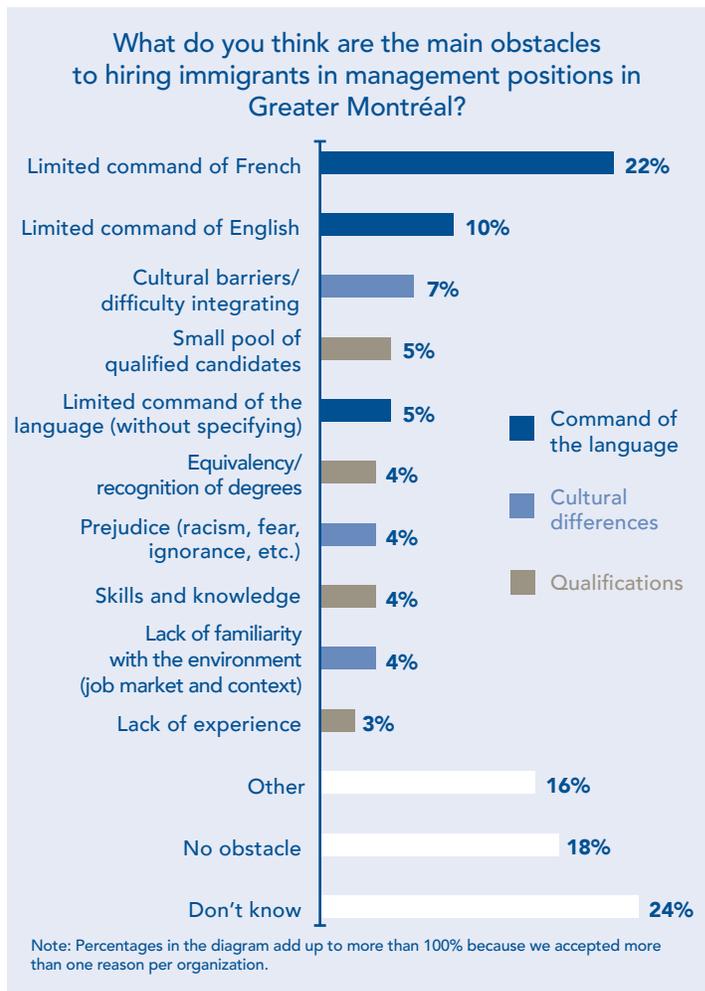
→ Greater communication requirements: manage, convince, argue, negotiate...
- ! Limited command of business English**

→ Knowledge of English is often required because of the proximity of the English Canadian and American markets.
- ! Cultural barriers and difficulties integrating**

→ Some communities have a harder time than others (North Africa, Africa, Latin America, the West Indies, Asia).
- ! Insufficient or unrecognized experience**

→ Inability of employers to properly evaluate skills and experience with no reference points.

→ Different management style.



HIGHLIGHTS

(CONTINUED)

PROFILE OF IMMIGRANTS WHO ADVANCE TO EXECUTIVE POSITIONS

Immigrants can adopt best practices to help them advance to executive positions. Interviews and surveys enabled us to establish three profiles.



- Does a great deal of research and preparation.
- Is prepared for anything.
- Generally accepts jobs for which they are overqualified.
- Advances fairly rapidly given high level of skill and exceptional motivation.



- Facing a difficult job search given lack of experience in Québec and unrecognized degrees.
- Goes back to school and takes part in activities to expand local professional network.
- Determined to succeed as an immigrant, they make the same sort of efforts as the strategist.



- Expertise in high demand, works in industries such as aerospace, video games, information and communication technologies, etc.
- Paperwork handled by employer.
- Must meet language and administrative requirements (certification, etc.).

ADVICE FROM IMMIGRANT EXECUTIVES TO IMMIGRANTS

Regardless of their background, immigrant executives agree about what helps you advance in a career in Québec.

- Persevere: you have to knock on the same doors over and over.
- Network: you need to develop the reflex of professional networking.
- Manage expectations: you can't expect an executive position when you first arrive.
- Climb the ranks: you need to get your foot in the door and work your way up to management.
- Go back to school: going back to school helps you better sell skills acquired abroad. Evaluate the costs and benefits of what you are planning to study.
- Have a specific objective: it helps you stay concentrated on building your life in spite of a shifting trajectory.



HIGHLIGHTS (CONTINUED)

PROFILES OF HIGH-PERFORMANCE COMPANIES

Companies can adopt best practices to help immigrants advance to executive positions. Three company profiles emerged in terms of their motivations with respect to immigrant candidates.



COMPANY

with leadership that is concerned and involved

- Has diversity in its DNA.
- Adopts people-driven diversity practices.
- Offers personalized guidance to immigrant employees.
- Cultivates a sense of belonging to the workplace.



COMPANY

focused on its market

- Hires immigrants to interact with a particular clientele or to break into new markets.
- Sees immigrant workers as assets.
- Also promotes accommodations and social activities to build unity among employees.



COMPANY

with a labour shortage

- Operates mainly in aerospace, information and communication technologies, video games, special effects, pharmaceuticals, etc.
- Sees foreign workers as assets.
- Largely recruits "shoo-in" immigrants.
- Offers personalized guidance for relocating foreign workers and temporary and permanent immigration efforts.

CORPORATE BEST PRACTICES

Promote diversity:

- Have a diversity policy.
- Appoint a resource person.

Cultivate a sense of belonging:

- Establish communication.
- Institute inclusive practices.

Support immigrant employees professionally:

- Foster an advanced command of French.
- Reinforce basic knowledge of business English.
- Explain the Québec management style.
- Organize networking sessions and express mentoring meetings.
- Establish a career advancement plan.
- Create internal sponsorships.



1 INTRODUCTION



INTRODUCTION

Goal of the study

The perceived difficulty of immigrants advancing to executive positions in Montréal businesses is a topic increasingly raised by experts. While getting a job is more difficult in Québec and Montréal, many studies show that there is less overqualification among immigrants here than in other Canadian provinces. This finding raises the question: do immigrants advance better in their careers in Montréal?

The unemployment rate among immigrants – generally cited as the main indicator of integration to the work force – is systematically higher in Greater Montréal than in other major Canadian cities¹. In a study conducted from 2006 to 2012 on the evolution of access to employment and the conditions of immigrant workers in Québec, Ontario and British Columbia, Boudarbat and Connolly noted that the gap between the unemployment rate of immigrants and that of non-immigrants is less pronounced in British Columbia and Ontario than in Québec².

However, this study suggests that the low unemployment rate elsewhere in Canada, particularly in British Columbia, could result from the greater propensity of immigrants to opt for self-employment or lesser quality jobs. Boudarbat and Connolly admit that for this reason, “[British Columbia] is far from being a model of economic integration for immigrants despite their low rates of unemployment.”³

This study goes beyond access to employment and explores the idea of the professional advancement of immigrants as an indicator of their integration to the job market.

Our research hypothesis is that once hired, the proportion of immigrants who advance to executive positions in private companies in Greater Montréal and remain there is similar to that of non-immigrants.

A few studies mentioned in the literature review in section 2 address the career advancement of immigrant workers, but none of them present data on the private sector only. Official data collected by Statistics Canada includes public sector businesses and may not fully reflect the situation in the private sector, which is why this study is important.

This approach offers an overview of the situation of immigrants who hold executive positions in private companies in Greater Montréal and identifies best practices among companies and immigrants to facilitate the advancement and integration of immigrants to strategic positions in the city's businesses. The methodology was multipronged. Greater Montréal businesses were surveyed to collect factual data and measure their perceptions and behaviours with respect to immigrants advancing to executive positions. Then interviews were conducted with businesses, experts and immigrants to flesh out these results.



The unemployment rate among immigrants is systematically higher in Greater Montréal than in other major Canadian cities.

1. These statistics have been compiled as part of the Labour Force Survey only since 2006.
2. Boudarbat, Brahim and Marie Connolly. “Évolution de l'accès à l'emploi et des conditions de travail des immigrants au Québec, en Ontario et en Colombie-Britannique entre 2006 et 2012,” Scientific Series, CIRANO, 2013.
3. *Ibid.*





2 METHODOLOGY

METHODOLOGY

Definitions

IMMIGRANT	EXECUTIVE	IMMIGRANT EXECUTIVE	GREATER MONTRÉAL
Anyone born outside Canada who now lives in the country, including temporary foreign workers, Canadian citizens born abroad and people with a student or work visa.	Employees who hold a management position or who have strategic responsibilities in a company, whether or not they have employees reporting to them.	Immigrant who holds an executive position as defined above.	Montréal census metropolitan area (CMA) as defined by Statistics Canada.

Data collection on immigrants in executive positions

There is limited data about immigrants holding executives positions in private companies in Greater Montréal, since official statistics that come from the census⁴ and Statistics Canada's Labour Force Survey generally include both the public and private sectors. To get a sense of the reality of private companies, the Board of Trade mandated the research and survey firm SOM to conduct a survey of Greater Montréal businesses. The survey results form the basis of the quantitative analysis presented in this study.

The survey was conducted from July 24 to August 24, 2015 among human resource managers (managers, owners, vice-presidents, etc.) in 686 private businesses with five or more employees in the CMA of Montréal. The complete survey methodology is presented in Appendix 3.

To flesh out some of the results, 10 phone interviews were conducted with managers who responded to the survey. The following conditions were required: the businesses had to employ immigrants or have recently hired executives or promoted employees to executive positions.

Profiles of immigrant executive and corporate best practices

Testimonials from immigrant executives (10) and business executives (4) were gathered by the Board of Trade to complement the SOM report and prior research, particularly for the literature review.

Meetings with the Board of Trade's Interconnection program team were also held while the study was under way. In addition to helping validate directions, the team's expertise was used to develop profiles, which helped identify the main behaviours of immigrant workers and their employers. This field experience also provided concrete examples of best practices used by the city's businesses.

4. The 2011 edition of the Census of Population was replaced by the Labour Force Survey.





THE ECONOMY AND THE JOB MARKET

3

AN ENCOURAGING OUTLOOK THAT SHOULD BENEFIT IMMIGRANT WORKERS

According to many experts, the global economy is resuming its pre-2009 momentum. And while this recovery is taking longer to materialize as vigorously in Greater Montréal, projections for the coming years are optimistic. Increased demand in the U.S. for Québec exports and the low Canadian dollar should help Montréal's economy. But the challenge of labour availability will be increasingly felt as aging workers leave the work force. Immigration will become an important source of growth in the active population.

A favourable situation for the Greater Montréal economy

The main economic indicators are encouraging for Montréal, albeit less so than for other major Canadian and American cities. As shown by the Greater Montréal dashboard compiled by the Institut du Québec (IdQ) in cooperation with the Board of Trade and Montréal International, the Montréal area is trying to catch up with the 14 other major North American cities studied.⁵ In fact, while solidly second to last in terms of economic activity,⁶ Montréal leads its rivals and is tied with San Francisco for third place in the subcategory of economic growth.⁷

According to Conference Board of Canada forecasts, Montréal is definitely on the road to recovery, with projected growth in GDP of 2.3% and projected growth

in employment of 1.7% in 2016. However, the economies of Vancouver and Toronto remain ahead of Montréal, with more sustained job creation and demographic growth (see Appendix 1).

Furthermore, the unemployment rate in Greater Montréal is still one of the highest in Canada. From 8.4% in 2015, it will likely drop 0.7 of a percentage point to 7.7% in 2019.⁸ Projections for Toronto and Vancouver place unemployment at 6.1% and 4.7% respectively in 2019.

According to Emploi-Québec, the aging population will help create a natural reduction in the unemployment rate over the years in Greater Montréal, "given the slowed growth of the active population."⁹ Retirement will also leave many jobs open. If the trend of recent years continues, many of these workers will be replaced through international immigration. Montréal is in a competitive position compared with other North American cities, because it has the third highest rate of population from net migration.¹⁰ "The higher this proportion, the greater the availability of human capital."¹¹



Montréal is definitely on the road to recovery, with projected growth in GDP of 2.3% and projected growth in employment of 1.7% in 2016.

5. Institut du Québec, Board of Trade of Metropolitan Montreal and Montréal International. *Comparer Montréal: Tableau de bord de la région métropolitaine de Montréal*, 2015.
6. The subcategory "level of economic activity" includes the following indicators: real GDP per capita, productivity (GDP per job), disposable income per capita, the employment rate and airport traffic.
7. The subcategory "economic growth" includes the following indicators: real growth in GDP per capita, growth in productivity, growth in disposable income, variation in the employment rate and construction growth.
8. Conference Board of Canada. *Metropolitan Outlook, Autumn 2015*, 2015.
9. Emploi Québec, *Analyse du marché du travail: Tendances et enjeux 2014-2017*, Island of Montréal, 2014.
10. The notion of net migration takes into account the number of entries (immigrants) and exits (emigrants). A lower number of entries than exits results in a migratory deficit and therefore a decline in the population.
11. Institut du Québec, Board of Trade of Metropolitan Montreal and Montréal International. *Comparer Montréal: Tableau de bord de la région métropolitaine de Montréal*, 2015.

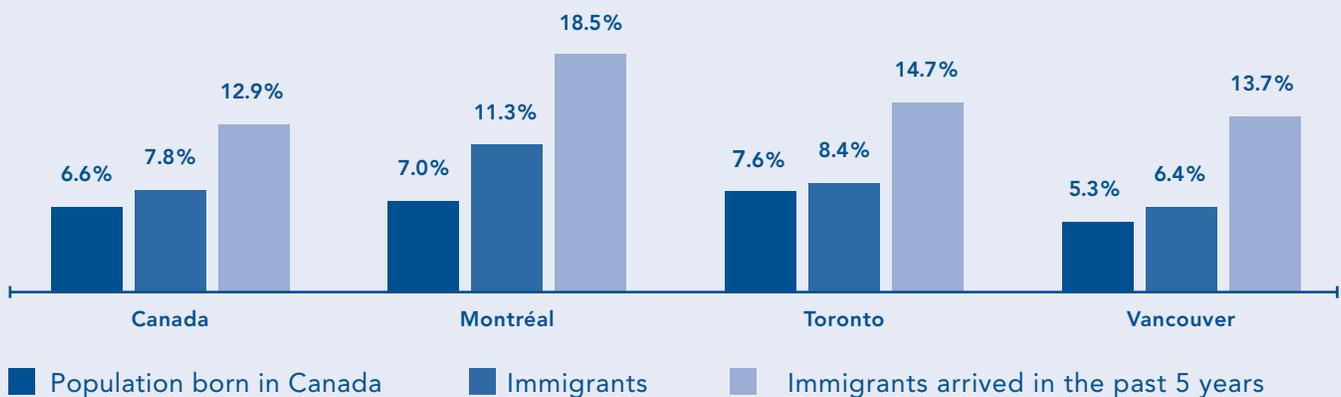


Less than optimal integration of immigrants to the job market

The situation of immigrants in the Montréal area is far from ideal when we compare the unemployment rate among immigrants and immigrants who arrived in the past five years with that of non-immigrants (graph 1). The IdQ's socioeconomic dashboard shows the city's poor performance, placing it in 15th and last place in North America for the integration of immigrants to the work force.¹² The slow rate of integration of new immigrants means that Greater Montréal cannot benefit as quickly as it should from the positive economic impact of immigration.

The higher unemployment rate among immigrants is explained in part by the failure to recognize experience and skills.

Graph 1. Unemployment rate according to immigrant status, 2014



Source: Statistics Canada, CANSIM, table 282-0102, 2015 consulted November 7, 2015

The higher unemployment rate among immigrants, specifically among new immigrants (in the country for five years or less), is explained in part by the failure to recognize experience and skills. According to Emploi-Québec, "it is harder to have a foreign degree or experience recognized in Québec than in the rest of Canada."¹³ Overqualification among immigrants diminishes with the number of years since their arrival in the country, because they acquire experience on the local job market and many of them go back to school.

The dimension of career advancement is not covered by official Statistics Canada data. But successful career advancement is fundamental to the integration and retention of the most qualified immigrants.

Successful career advancement is fundamental to the integration and retention of the most qualified immigrants.

12. Institut du Québec, Board of Trade of Metropolitan Montreal and Montréal International. *Comparer Montréal: Tableau de bord de la région métropolitaine de Montréal*, 2015.
 13. Emploi-Québec, *Analyse du marché du travail: tendances et enjeux 2014-2017*, Island of Montréal, summary version, 2014.



Significant future labour needs

Having an available pool of skilled labour is one thing, but jobs also have to be created. While Montréal businesses have strived to create enough jobs to meet the labour offer in recent years, we note that “job market performance at the end of 2014 supports the theory that the job market in the Montréal area has stopped its decline.”¹⁴ According to Emploi-Québec, beginning in 2015, more and higher quality jobs should be created. Forecasts are for the creation of 105,000 jobs in Greater Montréal between 2013 and 2017. Furthermore, retirement will be responsible for more than 68% of jobs to fill in the region during the same period.¹⁵ As such, the need for labour will be significant in the coming years.

The problem of matching the skills of available labour with the needs of the job market can also explain the city’s high unemployment rate.¹⁶ Furthermore, labour needs are already

cropping up in certain sectors where there is a relative shortage. Aerospace, video games, special effects, information and communication technologies and life sciences – all leading sectors in Greater Montréal – are some of the industries experiencing recruitment problems. Yet these same sectors actively participate in collective wealth creation and the city’s international exposure.

Furthermore, difficulty in recruitment is felt mainly for management, professional and technical jobs. According to a study by the Conseil emploi métropole conducted among employers in Greater Montréal, 67% of hard-to-fill positions are in these categories.¹⁷

Forecasts are for the creation of 105,000 jobs in Greater Montréal between 2013 and 2017.



14. Emploi-Québec. *À chaque besoin, une solution*, 2015-2016 regional action plan, Island of Montréal, 2015.

15. Emploi-Québec. *Le marché du travail et l’emploi par industrie au Québec*, medium-term (2013-2017) and long-term (2013-2022) outlook, 2014.

16. Emploi-Québec. *Analyse du marché du travail: tendances et enjeux 2014-2017*, Island of Montréal, 2014.

17. Emploi-Québec. *Enquête 2012 sur les besoins en main-d’œuvre dans les établissements de la région métropolitaine de recensement de Montréal*, 2013.





LITERATURE
REVIEW
4

THE LITERATURE SHOWS CERTAIN OBSTACLES TO CAREER ADVANCEMENT, BUT IS ENCOURAGING

Origin and language

The literature shows that ethnic origin has an impact on the employability of immigrant workers. Studies generally show that people from the U.S. and Western Europe integrate more easily to the work force than those from other geographic areas. Blau and Duncan (1967) and, more recently, Preston, Lo and Wang (2003), Hiebert (1999), Preston and Cox (1999), Preston and Giles (1997), Satzewich and Li (1987) and Renaud and Cayn (2006) all address this point in their studies. Bégin (2009) has the same finding for Québec and adds that “this disadvantage has continued over the years.”¹⁸

However, Renaud and Cayn (2006) offer a caveat to this assertion by modeling data by “chunks of time.” They argue that the negative impact of origin is significant only in the first few months after immigrants settle in Québec.

Green (1999) and Chiswick and Miller (2003) complement this theory by adding that knowledge of the language is more important than ethnic origin and would therefore also be a basis for discrimination.

Overqualification

On another note, Boudarbat and Connolly (2013) remark that “immigrants [to Québec] are clearly more likely than native-born Canadians to hold a job for which they are overqualified.” This would be even more the case for immigrants with a degree from somewhere other than Canada, the U.S. and Europe. Boudarbat and Connolly put the rate of overqualification among immigrants in Québec in 2012 at 64%.

On this point, studies do not agree on the consequences of overqualification on the career advancement of workers, whether immigrants or not. Some authors, including Sloane, Battu and Seaman (1999), Frenette (2004) and Rubb (2003) maintain that overqualification of workers in jobs persists over time. They are more mobile, but the movements are lateral rather than upward.¹⁹

Sicherman (1991) sees an advancement among those who hold post-secondary degrees to positions at higher levels. In the case of immigrant workers, Renaud and Cayn (2006) show that after one year, 50% of immigrants have a skilled job that corresponds to their level of education, and close to 69% of them do after five years. Education level is one of the factors that accelerates this process.²⁰

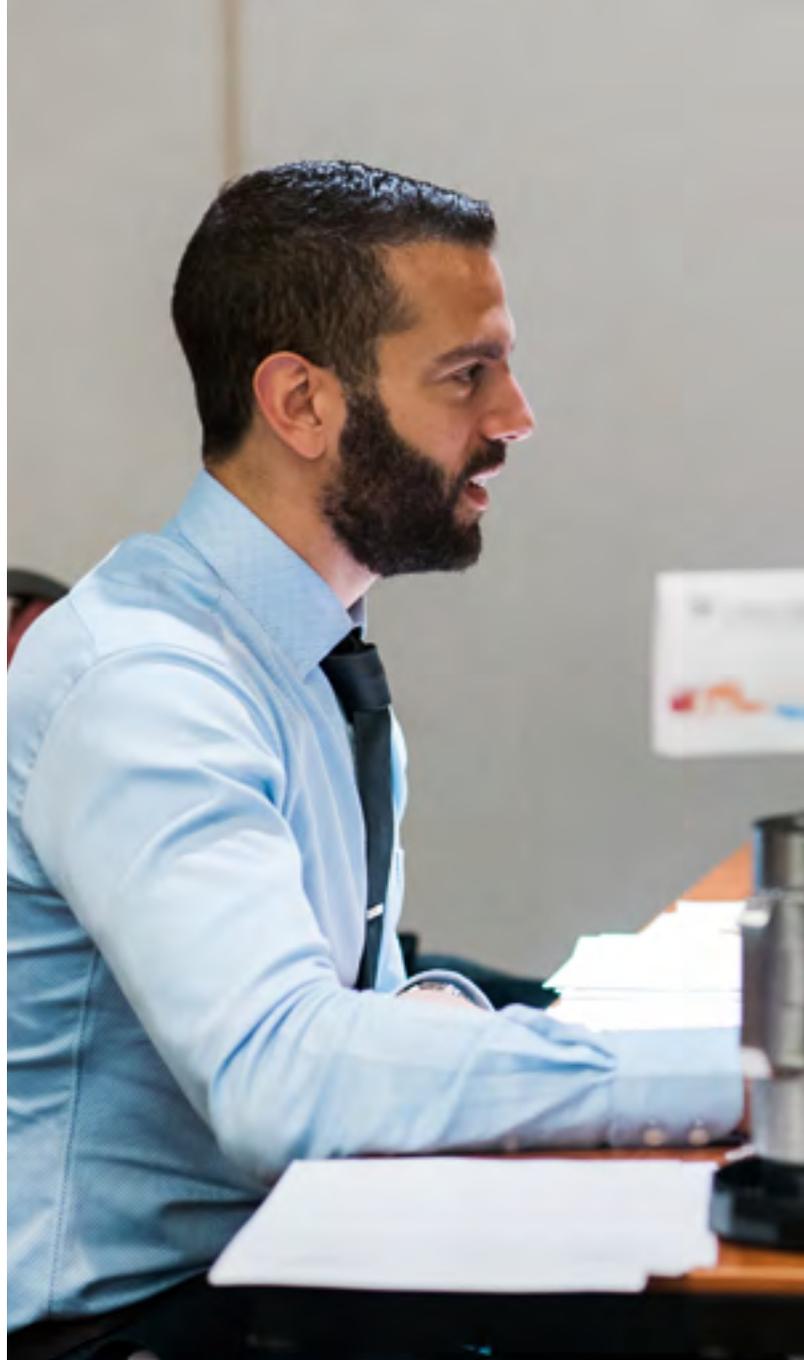


After one year, 50% of immigrants have a skilled job that corresponds to their level of education, and close to 69% of them do after five years.

18. Bégin, Karine. *Établissement des travailleurs immigrants sélectionnés au Québec: mobilité professionnelle et présence en emploi qualifié au cours des premières années suivant l'arrivée*, Ph.D. thesis in psychology presented to the Faculty of Graduate Studies, Université de Montréal, 2009.
19. A lateral movement is a move to another position at the same level whereas an upward movement is a promotion.
20. We believe that the lack of consensus on this point results from different sampling techniques, according to the period studied.



Ethnic origin and knowledge of the language are notable obstacles to immigrants getting a first skilled job and advancing in their careers.



Career advancement

Frenette et al. (2003) and Bégin (2009) paint the picture of career advancement among immigrant workers in Canada and Québec, respectively. They note that the professional level of immigrants and that of non-immigrants tends to converge over time. However, Bégin notes that the phenomenon of overqualification is never completely eliminated for workers in the category of selected immigrant workers. She adds that “in this respect, the first job experiences play a decisive role in that they have an impact not only on the evolution in the relationship between training and employment, but also on salaries and statuses for jobs new immigrants get.”

The study conducted by Frenette et al. (2003) is the closest to our own. It compares the professional level of immigrants and of people born in Canada, the U.S. and Australia to determine the number of years required for immigrants to fully catch up. The authors note that upon their arrival, recent immigrants are less represented in professional or management positions than non-immigrants, but that the likelihood that they advance to such positions is similar to that of native-born people around 15 years after their arrival. The catch-up occurs in 10 years in the U.S. and around 40 years in Australia.

In short, ethnic origin and knowledge of the language are notable obstacles to immigrants getting a first skilled job and advancing in their careers. However, immigrants manage to eliminate any deficit in their career after a number of years spent in the country.

As the literature shows, Canada and Québec are generally thought of as good students in the career advancement of immigrants, particularly thanks to selection policies in the economic immigration category.



Canada and Québec are generally thought of as good students in the career advancement of immigrants.

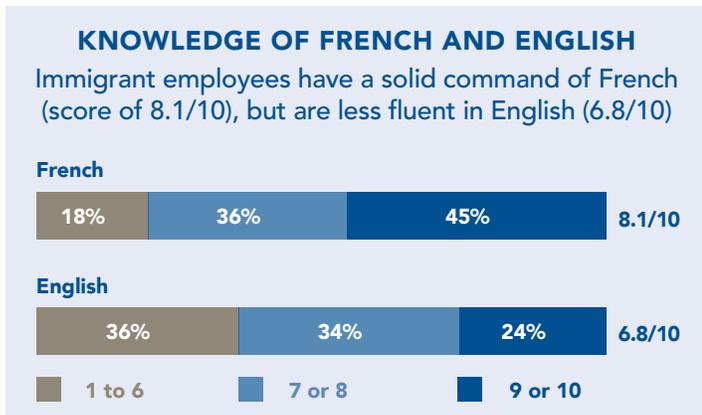
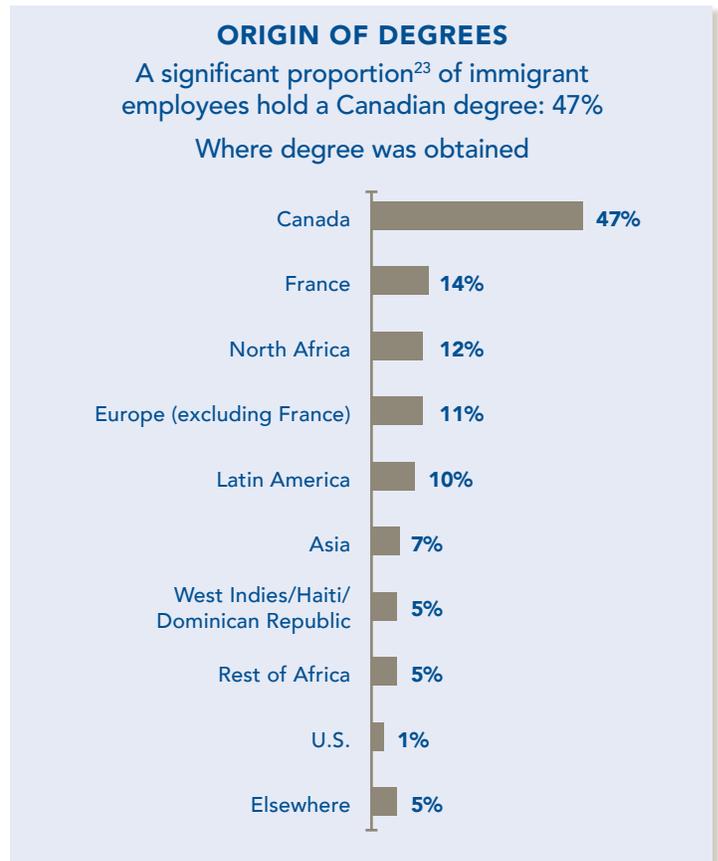
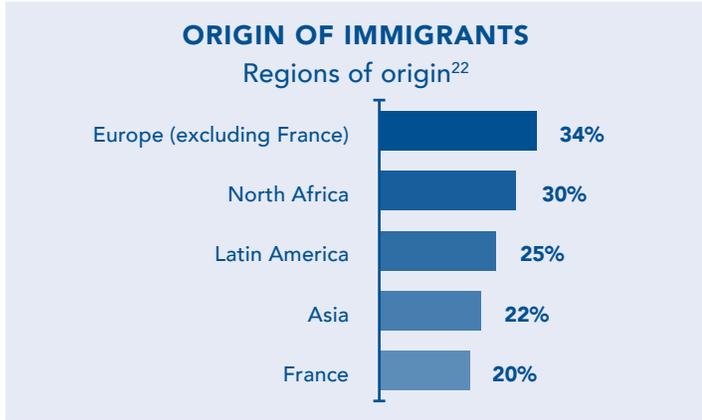


STUDY
FINDINGS
5



SNAPSHOT OF IMMIGRANT WORKERS EMPLOYED BY THE CITY'S PRIVATE SECTOR

The survey conducted by SOM²¹ of 686 employers reveals a number of interesting facts about immigrant employees.

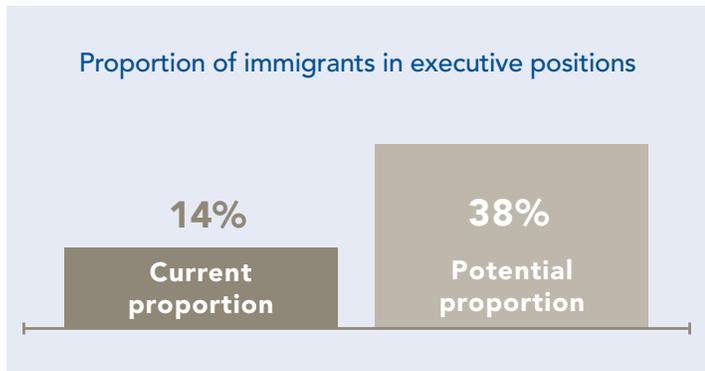


21. SOM for the Board of Trade of Metropolitan Montreal and the Conseil emploi métropole. *Étude sur la présence des immigrants dans des postes de cadre dans les entreprises privées de la grande région de Montréal*, 2015.
 22. Respondents could select up to three choices. This explains why the total exceeds 100%.
 23. Data from Statistics Canada's National Household Survey for 2011 shows that immigrants have more education than non-immigrants (61.6% hold a post-secondary certificate, diploma or degree, compared with 57.4% of non-immigrants). Furthermore, 31.4% of immigrants have at least a bachelor's degree, whereas only 20.6% of non-immigrants do.



Prospects for an executive position

One in six employers surveyed plans to hire executives in the next three years, mainly in companies with 50 and more employees. Immigrants are well positioned to fill these jobs, because they represent 38% of employees whom companies believe are qualified for an executive position. Immigrants currently account for 14% of executives.



Retention of executives

Immigrant executives (83%) have a slightly higher retention rate than non-immigrants (79%). The majority (80%) of executives hired in the past three years were still on the job when the study was conducted.

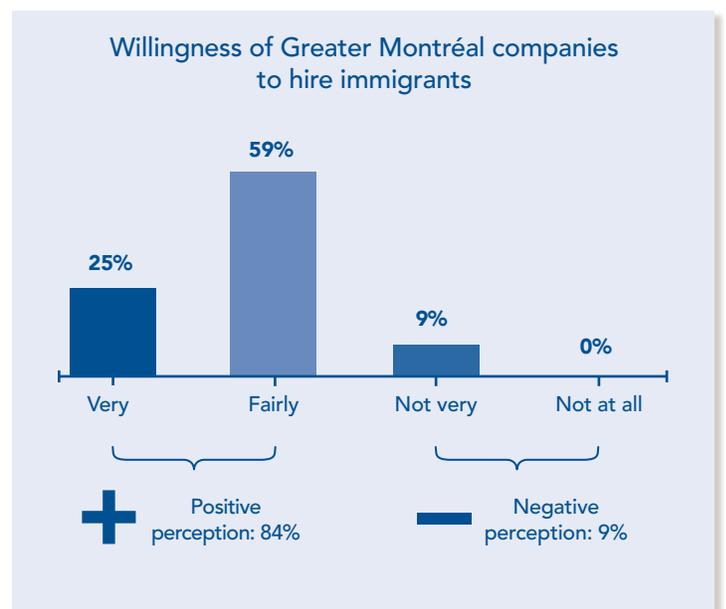
It seems that there is no major barrier to becoming an executive after joining the company.



Willingness to hire immigrants

The outlook is favourable when it comes to openness to executive positions in the next three years. Prospects are good for the career advancement of many immigrants to executive positions in the near future.

However, we note only moderate willingness among companies to hire immigrants. Despite a positive perception of 84% among employers in the region, only a quarter of respondents feel a categorical openness toward immigrants. Businesses that have immigrants among their partners or owners stand out (37% of "very" ratings compared with 19% for those that do not have any). We should note that 7% of respondents didn't know.



One in six employers surveyed plans to hire executives in the next three years.

ADVANCING TO EXECUTIVE POSITIONS: THE MAIN CHALLENGES IMMIGRANTS FACE

The survey conducted with employers in the metropolitan area confirms some of the challenges to career advancement often raised by immigrants, but also reveals less apparent obstacles.

The SOM survey reveals that an improvement in the rate of immigrants reaching executive positions depends on an improvement in their rate of access to the work force. Immigrants are underrepresented on the job market (18%) compared with their proportion of the population age 15 and

older (27%).²⁴ This in part explains why immigrant workers are also underrepresented in executive positions. The survey data shows that immigrants occupy 14% of these positions, whereas they represent 18% of workers.

	Global calculation based on absolute numbers	
	Overall %	Montréal %
POPULATION DATA		
Immigrants¹	27	40
SURVEY DATA	(n : 686)	(n : 430)
Immigrant employees² (out of total employees)	18 ^e	23
Non-immigrant employees (out of total employees)	82	77
Executives (out of total employees)	12	13
Immigrant executives (out of total employees)	14 ^b	18
Non-immigrant executives (out of total employees)	86	82
Rate of access to the job market (share of immigrant employees/share of the immigrant population)	67 ^c	58
Rate of access to executive positions (share of immigrant executives/share of immigrant employees)	78 ^d	78

1. Source: Statistics Canada, 2011 National Household Survey, product no. 99-010-X2011050.

2. According to the same source, immigrants represent 24% (CMA) and 36% of workers (Montréal) and 23% (CMA) and 34% of managers (Montréal).

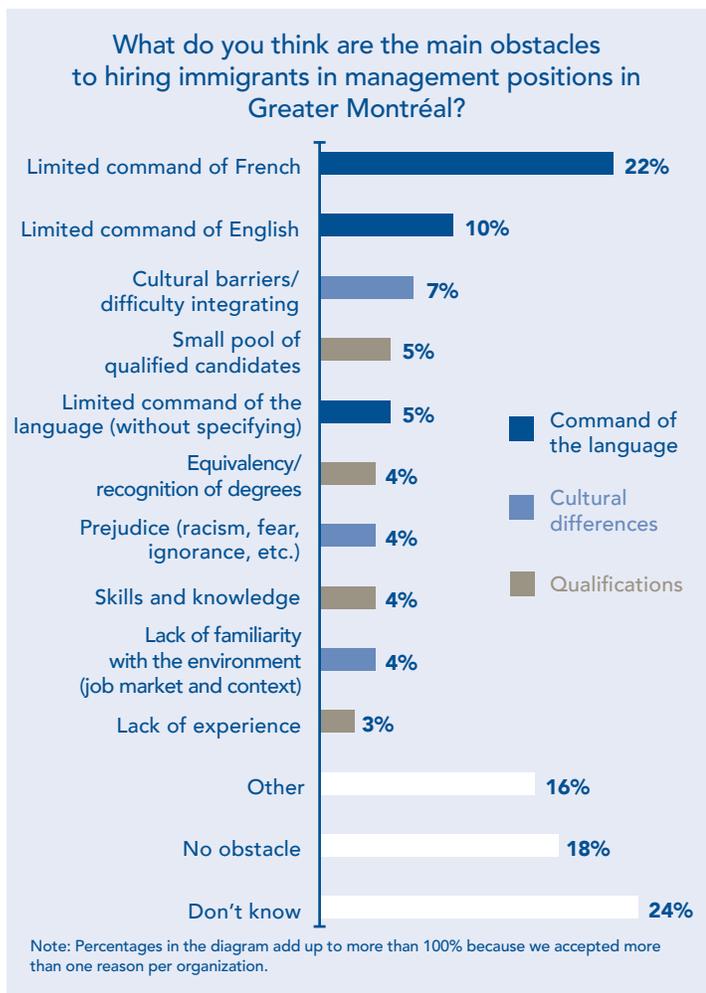
Interpretation examples:

- a. 18% of employees are immigrants
- b. 14% of executives are immigrants
- c. 67% = immigrants are underrepresented among employees given their proportion in the population (18%/27%)
- d. 78% = immigrants are underrepresented among executives given their proportion among employees (14%/18%)



Beyond access to the job market, there are four obstacles immigrants face in their professional advancement in the city's businesses:

- inadequate fluency in French
- a limited command of business English
- cultural barriers and difficulty integrating
- insufficient or unrecognized experience



Insufficient fluency in French

Advanced fluency in French appears to be the greatest obstacle to immigrants reaching executive positions. Communication requirements are greater for such positions. This is due to the nature of duties, which generally involve managing a team, communicating with clients and suppliers and drafting documents. In carrying out these duties, executives have to be able to manage, convince, argue and negotiate, which requires a knowledge of the nuances of the language. Employers do not consider a basic or intermediary knowledge of French sufficient. This is undoubtedly what makes fluency in French a major obstacle to an executive position. It is also an obstacle to employment commonly mentioned by immigrants.²⁵ In this context, fluency in French is more important for the professional integration of immigrants.

A limited command of business English

In terms of communication, knowledge of English is also considered important, although to a lesser extent. The geographical proximity of and close commercial relationship with markets in the rest of Canada and the United States mean that knowledge of English is often required, even though the official language of business is French. The selection process for candidates in the skilled worker category places little weight on the knowledge of English compared with knowledge of French, French being an important factor in the selection grid.²⁶ Immigrants are not chosen on the basis of their fluency in English, even though this is an important criterion for hiring and career advancement, as the survey results indicate.

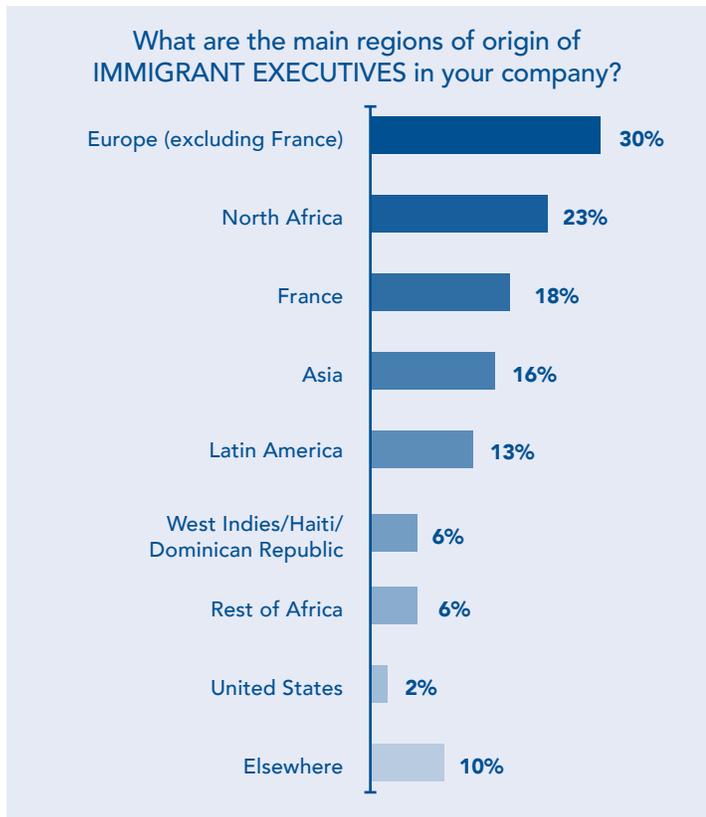
25. Montréal International. *Étude: Les facteurs associés à la rétention des immigrants temporaires dans le Grand Montréal*, 2015.

26. Ministère de l'Immigration, de la Diversité et de l'Inclusion du Québec. *Guide des procédures d'immigration: Composante 3 – Programme de recrutement et de sélection des candidats à l'immigration économique*, 2015.



Cultural barriers and difficulties integrating

As addressed in the literature, cultural barriers are also an obstacle to the career advancement of immigrants. The survey shows that employees from North Africa and elsewhere on the continent and those from Latin America and the West Indies are underrepresented in executive positions. Asians are also underrepresented, but to a lesser extent. Participants in the interviews were not surprised by these results, claiming that, for a variety of reasons (prejudice, cultural differences, less recognized degrees or experience, etc.), some communities have greater difficulty than others finding a job. This is even more so the case for executive positions that involve more responsibility and managing a team. This obstacle confirms one of the findings from the literature review.



Insufficient or unrecognized experience

The lack of experience or experience that is not recognized are also hurdles to career advancement, although to a lesser extent than the above obstacles. The survey shows that most (65%) immigrants hired or promoted to executive positions had previous management experience.



Consultations held in parallel with the study show that immigrants often accept positions for which they are overqualified because their university and professional background is not recognized. Then they work hard to climb the ladder. This situation often results from the inability of employers to adequately evaluate the expertise, training and experience of immigrant workers because of a lack of benchmarks. Employers may also tend to give less weight to management experience acquired abroad, given the difference in management styles. Compared with Québec experience, this experience is not entirely transferrable.

Employers may also tend to give less weight to management experience acquired abroad.





We should also note that employers cite the lack of qualifications and experience as the second reason immigrants are not hired or promoted to executive positions. This may point to the difficulty employers in the region have recognizing knowledge, skills and experience acquired abroad. In fact, immigrant workers go through practically the same thing as young, inexperienced graduates, because their foreign experience and degrees do not have their full original value.

In short, it is encouraging to see that the main obstacles immigrant workers face in getting executive positions, i.e. an advanced command of French and business English, are more easily overcome than other obstacles which are raised less often and over which we have little control (for example, cultural barriers, prejudice, equivalency or recognition of degrees). We should also note that more than four respondents out of ten do not believe that there is an obstacle to hiring immigrants or had no opinion on the matter.

In short, the SOM study reveals that immigrants who correspond to certain profiles have a better chance getting an executive position, i.e.:

- those who are from a culture close to that of Québec (French, European, American), because they more easily adapt and adopt the management style more quickly
- those who are fluent in French and, to a lesser extent, English
- those who immigrated earlier, because they have had time to familiarize themselves with the country's culture and working world
- those who have a Canadian education or who have obtained an equivalency for their degree



9 BEST PRACTICES

ADOPTION OF BEST PRACTICES BY EMPLOYERS

The survey conducted among the city's employers and a series of exploratory interviews pointed to best practices in the professional advancement of immigrants and their adoption by employers.

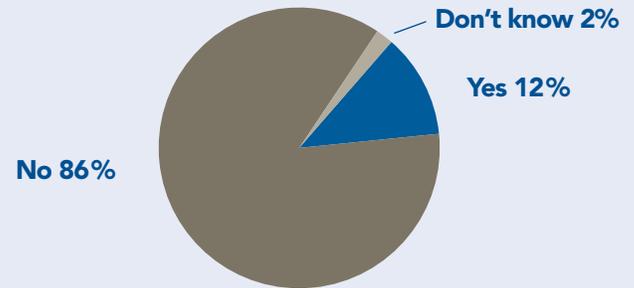
As mentioned earlier, the career advancement of immigrants first requires that they get a job. Awareness about diversity is generally one of the first steps employers go through when they want to formalize their efforts. This awareness demonstrates the company's openness to immigrant workers and sends a clear message to employees.

Awareness of diversity issues can mitigate the effects of the failure to recognize experience acquired abroad or conscious or unconscious positive discrimination toward non-immigrant candidates (cultural barriers).

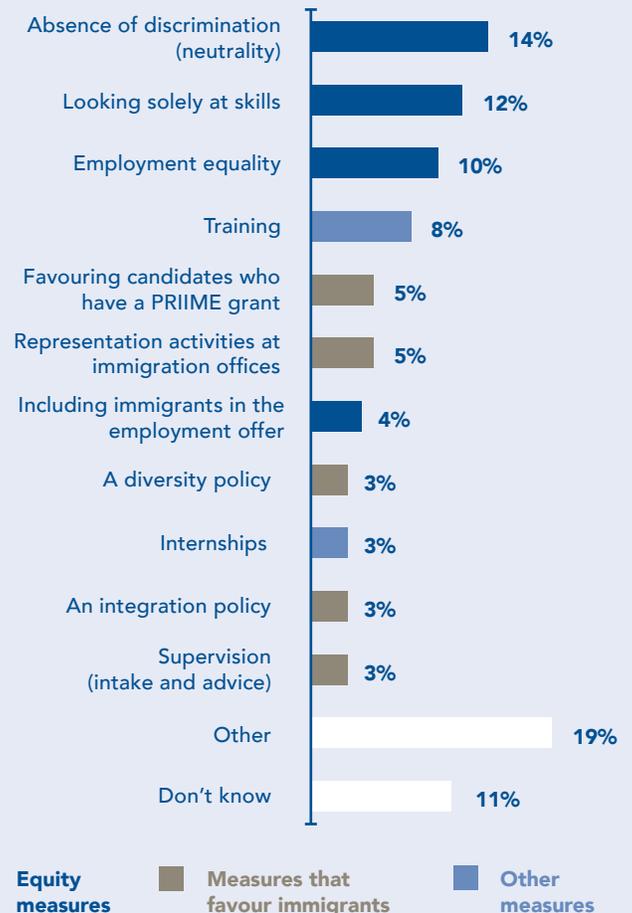
Put in place measures to help immigrants gain access to the work force

Few organizations have put in place measures to help immigrants access the work force. One organization out of eight reports having a policy or activities that promote the hiring of immigrants or their advancement. The measures put in place are mainly equity measures. However, some of the activities measured, for example, the absence of discrimination, do not necessarily involve proactive measures on the part of employers. We should also note that fewer measures are specifically intended to help immigrants, and they are generally based on actions by employers rather than respecting poorly defined principles.

In your company, is there a policy or are there activities to foster the hiring of immigrants or their advancement?



Concretely, what does this policy or do these activities consist of?





Use institutional services and programs

Few companies use institutional services or programs. The survey shows that only one out of ten employers received support to foster the integration or hiring of immigrants. Businesses in Montréal (15%) and Laval (19%) use them most, including the largest ones, i.e., those with 100 employees or more (22%). There is a larger proportion of immigrants in companies that have used services or programs (27% versus 18%).

Help was mainly obtained through Emploi-Québec, in particular the PRIIME program, but a panoply of other services were used by businesses, such as the Board of Trade's Interconnection program, placement services for immigrants and federal government services to promote the hiring or integration of immigrants.

Once immigrants are hired, they need the same support as non-immigrant employees in their career. Furthermore, the employer has to give them a chance to familiarize themselves with the local work environment and context. It is important to have many opportunities for encounters between employees from all ethnic origins and local partners. To this end, mentorship and networking activities have to be encouraged by employers. This involves putting in place best practices for professional development, paying particular attention to the reality of immigrant workers (unfamiliarity with the environment, cultural barriers, etc.).

Once immigrants are hired, they need the same support as non-immigrant employees in their career. Mentorship and networking activities have to be encouraged by employers.



PROPER REFLEXES FOR IMMIGRANTS AND BUSINESSES

Interviews conducted with employers and a small group of immigrant executives in the city helped us move beyond the perception of companies and explore motivations, obstacles and best practices from the point of view of immigrants.

The following factors were identified through personal interviews as facilitating access by immigrants to executive positions.

- They are already working in companies and can raise their profile and be recognized and appreciated.
- Their qualifications and experience often exceed the requirements of the positions they apply for.
- They speak several languages (an asset in some companies).
- They have a different vision, values and approaches which, in the eyes of some employers, adds value to the company.

The profiles presented below are drawn from interviews conducted with immigrant executives. They demonstrate effective strategies that are frequently used by immigrants to advance in their career.

Profiles of immigrants



“Strategists” are aware that the journey they are embarking on will not be easy and will require a great deal of personal commitment. So they do a lot of research ahead of time. They arrive in the metropolitan area prepared for anything. This drives them to accept jobs

for which they are overqualified to get local work experience. They roll up their sleeves, get familiar with the Québec work environment and embark on their advancement to an executive position. For most immigrants we met, advancement happens fairly quickly, given that they have a high skill level and above-average motivation.

Strategists can also take the route of going back to school to update their training or satisfy requirements in Québec (for example, requirements from professional orders).

Strategists are also aware of the importance of developing their local professional and social networks. So they participate in networking activities with organizations that specialize in integrating immigrants or affiliated with professional groups and take part in training, including the Objectif Intégration session and the Programme d’accompagnement pour nouveaux arrivants (PANA). This helps them explore the job market in Greater Montréal.



“Fighters” are quickly confronted with a difficult job search given their lack of experience in Québec and unrecognized degrees. They generally experience frustration in this respect and can even feel thwarted. This frustration is often the result of misinformation from the beginning and lack of preparation.

However, since they want to succeed, they use the same sort of approach as strategists. They accept a lesser position, go back to school and take part in activities to expand their local professional network. That way they can better understand the local job market and adapt to it.

When they arrive in Québec, two things surprise them in particular:

- a lack of guidance: they feel left to their own devices. They expect to be better supported and directed toward resources.
- bilingualism: Québec is promoted as a francophone province, and the importance of speaking English to advance in the workplace is rarely mentioned.
- often, they go back to school and take part in activities to expand their network.





“Shoo-ins” have a completely different experience from strategists and fighters because they generally arrive in the city having already found a job or, if not, finding one is not a major challenge for them. Their expertise is so in demand that employers are fighting over them. They work in sectors such as aerospace, video games and information and communication technology.

Employers that recruit them generally do much of the legwork for them. They are therefore less involved at this level. They often arrive in Montréal with a temporary work permit. They concentrate their efforts mainly on relocation.

Their problem is of another order. They have to be sure they satisfy all the requirements of the position (requirements of highly specialized sectors, certifications, etc.). They probably have to learn French, since language requirements are not the same for temporary workers.

Shoo-ins are less confronted with issues of professional advancement, because they work in companies where they are seen as an asset. Their career advancement is a more natural process than for strategists and fighters. However, they have to go through the permanent residency process and satisfy its requirements if they want to stay.



Advice from immigrant executives to immigrants

Regardless of their profile, immigrant executives agree on the points that foster career advancement in Québec.

- Persevere: you have to knock on the same doors over and over.
- Network: you need to develop the reflex of professional networking.
- Manage expectations: you can't expect an executive position when you first arrive.
- Climb the ranks: you need to get your foot in the door and work your way up to management.
- Go back to school: going back to school helps you better sell skills acquired abroad. Evaluate the costs and benefits of what you are planning to study.
- Have a specific objective: it helps you stay concentrated on building your life in spite of a shifting trajectory.



Three business profiles are effective when it comes to diversity

“Businesses with a concerned and involved leadership” have diversity in their DNA. This openness often begins with senior management and spreads throughout the company. Diversity policies are generally not explicit, because the hiring of immigrant workers occurs naturally. Practices are focussed instead on the person. The company offers personalized guidance to employees to integrate them to their team and help them advance in their functions.

Essentially, the company tries to accommodate immigrant workers. Everything is done in a spirit of conciliation. Social activities are organized to promote exchanges between groups of the same origin and with non-immigrants. A feeling of belonging is cultivated in the workplace. Pairing and mentoring programs and networking activities can also be promoted to help immigrant workers get familiar with local ways and expand their professional network.

“Market-oriented businesses” hire immigrants to facilitate communication with a particular clientele or open up new markets. An in-depth knowledge of a culture, a language or a clientele is seen as an advantage at the same level as knowledge of a particular sector of activity. Immigrant workers are therefore seen as an asset by the employer.

This type of business also provides accommodations and social activities to draw attention to the immigrant worker and foster cohesion among employees. Some companies become part of the community by taking part in local activities. For instance, bank branches in neighbourhoods that are predominantly Italian, Greek, Lebanese, Chinese, etc., that take part in neighbourhood celebrations, sports events and other activities.

“Businesses experiencing a labour shortage” also see foreign workers as an asset, because they rely on them to meet pressing labour needs. Recruitment issues are oriented to business imperatives, so there is less hesitation in recruiting foreign workers. This type of company mainly recruits immigrants with the shoo-in profile.

Resources are deployed to convince foreign workers to come to Montréal. The charm offensive then continues to encourage them to remain in the area and start the process of permanent immigration. Companies facing a labour shortage offer highly personalized support both for the relocation of foreign workers and for temporary or permanent immigration efforts.

Career advancement is not a challenge. Companies facing a labour shortage instead have to redeploy resources to retain immigrant workers.

These companies operate mainly in aerospace, information and communication technology, video games, special effects, pharmaceuticals, etc.



EXAMPLES OF GOOD PRACTICES

Foster diversity

→ **Adopt a diversity policy**

This is a practice that is still uncommon in companies and yet it is a big help in integrating and retaining qualified immigrants and better supporting their career advancement. A diversity policy ensures business and human resource management practices create an equitable, healthy work environment regardless of the origin, sex, beliefs, religion or language of employees or candidates. A number of organizations such as Emploi-Québec and the Ordre des conseillers en ressources humaines agréés offer guides and references²⁷ on the topic and make it possible to reinforce the following business practices: developing intercultural skills for employees already employed by the company, the recruitment (selection and hiring) process, the intake and integration process and a retention strategy.

→ **Designate a resource person for each type of diversity**

This applies for cultural diversity, but also for men and women working together, people with disabilities, generational differences, sexual and gender diversity, First Nations peoples, etc. By designating this resource person, companies are explicitly recognizing the presence of diversity in the organization. These representatives can start a dialogue, make managers aware of the reality of diversity and foster career development. They can also encourage workers to express their concerns, because they do not have a relationship of authority with the head of their group.

Cultivate a sense of belonging

→ **Establish communication with employees, both immigrants and non-immigrants**

Seasonal activities for employees can be organized to facilitate discussion. This is a simple way to promote everyone's involvement and commitment.

→ **Institute inclusive practices**

Have a Christmas dinner that respects food restrictions, grant holidays for religious celebrations as the company would for other types of requests, etc.

Support immigrant workers professionally

→ **Offer training for employees to improve their French, business English and Québec management style**

Training is an invaluable tool for improving employee performance. However, courses need to be targeted to best respond to employee needs. Advanced French and business English need to give immigrant employees the tools to manage employees, argue, negotiate, etc. Furthermore, it is important for employees to understand how the management style in Québec differs from their country of origin. Training or coaching can be a good tool for familiarizing employees with this important cultural aspect for advancing in their career, improving communication between employees and their immigrant manager, and also between management colleagues.

→ **Organize networking and mentoring sessions**

Sessions can be organized through an internal group dedicated to cultural diversity. For example, a management employee is available to discuss one on one with an immigrant employee who wants to advance in the company. After these short meetings, ties are cultivated through mentoring. In the case of an SME, the same exercise can be done between companies in the same field through management's network of contacts.

→ **Create a career advancement plan with immigrant workers**

For example, organize a quarterly meeting to discuss a career plan with each employee. These meetings are distinct from performance evaluation meetings. Together, managers and immigrant employees develop a career plan and define what employees are lacking to get the position they are after (training, certification, skill, etc.). Development activities are also planned, and follow-up is done to see what has been completed.

27. For example, Emploi-Québec (2005) *Guide pratique de la gestion de la diversité interculturelle en emploi*.





Examples of Good Practices (Continued)

→ **Create internal sponsorships**

The goal of these sponsorships is to integrate new employees. For example, a recently hired Brazilian employee can be put in touch with another employee of Brazilian origin so that they can share useful information about life in Québec, for instance, finding a place to live, group insurance, payroll in Canada (taxes, salaries, deductions at source) and the codes of the workplace.

It is clear that none of these three profiles has a monopoly on best practices. A model business distinguishes itself because it:

- promotes a good relationship between immigrants and managers
- recognizes the achievements and skills of its employees
- adopts a culture of openness where immigrants are seen as an asset

7 CONCLUSION



CONCLUSION AND AVENUES FOR SOLUTIONS

The economic contribution of immigration for Québec and Montréal has been proven. In the context of a rapidly aging population, immigration guarantees the availability of labour, maintaining the vitality of the job market in Greater Montréal.

Yet our research shows that immigrants are underrepresented in private businesses in Greater Montréal. The research hypothesis that immigrants access executive positions in the same proportion as non-immigrants has not been borne out. However, we have noted that immigrants stay in executive positions in a similar proportion as non-immigrants.

While this seems intuitive, the survey shows that getting a job is the biggest obstacle to immigrants advancing to executive positions. The other main obstacles to their hiring for executive positions is insufficient fluency in French, and, to a lesser extent, limited fluency in business English, cultural barriers and difficulties integrating, as well as insufficient or unrecognized experience.

Certain obstacles to hiring are easier to overcome, for example, improving fluency in French and English. However, better access to sources of information would enable immigrants and employers to act on the points listed. By better equipping immigrant workers and employers, we can ensure that immigrant and non-immigrant workers are on a level playing field.

More importantly, integration has to be everyone's concern. Avenues for solutions that come out of this study – which, we should remember, is the result of a widespread consultation conducted with employers in Greater Montréal, immigrant executives, companies that hire immigrants and the team of experts for the Board of Trade's Interconnection program – are intended for the city's employers and immigrant workers.

The recommendations in this study target the professional advancement of immigrants. We have not touched on attracting or integrating immigrants, although we recognize their importance for expanding the pool of immigrant workers and providing immigrants access to the job market.



Immigration guarantees the availability of labour, maintaining the vitality of the job market in Greater Montréal. By better equipping immigrant workers and employers, we can ensure that immigrant and non-immigrant workers are on a level playing field.

AVENUES FOR SOLUTIONS

Businesses

→ **Equip immigrant workers so that they acquire the skills they need to take on executive functions. The following approach is recommended.**

- + Offer training modules to employees to help them acquire:
 - advanced fluency in French
 - basic knowledge of business English
 - a management style that reflects Québec practice

- + Organize networking sessions and express mentoring meetings internally or between business partners in the same field.

- + Put in place internal sponsorships to smooth the professional advancement of immigrants and familiarize them with life in Montréal.

- + Encourage more immigrant workers who already work for them to apply for executive positions. Best practices involve the following.

→ **Have a diversity policy to facilitate the integration of immigrant workers to the company and their promotion to executive positions.**

- + Make managers aware of their role as leader and encourage them to build trust with immigrant employees by creating forums for discussion and encouraging social activities to promote discussion in a less official context.

- + Appoint a resource person who is not a member of senior management to foster discussion about the career advancement of immigrants.
 - In the case of SMEs: designate a resource person.
 - In large companies: appoint a resource person within human resources.

Immigrants

→ **Ask for feedback from managers or a resource person to identify areas for improvement to reach an executive position. This generally involves:**

- + improving fluency in French to an advanced level in both writing and speaking
- + having a command of business English
- + taking part in professional development programs or going back to school to get a Canadian degree

→ **Expand their professional network to facilitate their job search and familiarize themselves with the local business culture.**





8 BIBLIOGRAPHY

BIBLIOGRAPHY

- Bégin, Karine.** *Établissement des travailleurs immigrants sélectionnés au Québec: mobilité professionnelle et présence en emploi qualifié au cours des premières années suivant l'arrivée*, Ph.D. thesis in psychology presented to the Faculty of Graduate Studies, Université de Montréal, 2009.
- Blau, Peter M. and Otis Dudley Duncan.** *The American Occupational Structure*, 1967.
- Boudarbat, Brahim and Marie Connolly.** "Évolution de l'accès à l'emploi et des conditions de travail des immigrants au Québec, en Ontario et en Colombie-Britannique entre 2006 et 2012," *Scientific Series*, CIRANO, 2013.
- Chiswick, Barry and Paul Miller.** "Earnings in Canada: The Roles of Immigrant Generation, French Ethnicity, and Language," *Research in Population Economics*, 1988.
- Conference Board of Canada.** *Metropolitan Outlook, Autumn 2015*, 2015.
- Emploi-Québec.** *Analyse du marché du travail: tendances et enjeux 2014-2017*, Island of Montréal, 2014.
- Emploi-Québec.** *À chaque besoin, une solution*, 2015-2016 regional action plan: Island of Montréal, 2015.
- Emploi-Québec.** *Enquête 2012 sur les besoins en main-d'œuvre dans les établissements de la région métropolitaine de recensement de Montréal*, 2013.
- Emploi-Québec.** *Le marché du travail et l'emploi par industrie au Québec*, medium-term (2013-2017) and long-term outlook (2013-2022), 2014.
- Frenette, Marc.** "The Overqualified Canadian Graduate: The Role of the Academic Program in the Incidence, Persistence, and Economic Returns to Overqualification," *Economics of Education Review*, 2004.
- Frenette, Marc et al.** "Occupational Mobility of Immigrant Men: Evidence from Longitudinal Data for Australia, Canada and the United States," *Canadian Immigration Policy for the 21st Century*, 2003.
- Green, David A.** "Immigrant Occupational Attainment: Assimilation and Mobility Over Time," *Journal of Labor Economics*, 1999.
- Hiebert, Daniel.** "Local Geographies of Labour Market Segmentation: Montreal, Toronto and Vancouver, 1991," *Economic Geography*, 1999.
- Institut du Québec, Board of Trade of Metropolitan Montreal and Montréal International.** *Montréal Compared: Dashboard for the Greater Montréal Area*, 2015.
- Ministère de l'Immigration, de la Diversité et de l'Inclusion du Québec.** *Guide des procédures d'immigration : Composante 3 – Programme de recrutement et de sélection des candidats à l'immigration économique*, 2015.
- Montréal International.** *Étude sur les facteurs associés à la rétention des immigrants temporaires dans le Grand Montréal*, 2015.
- Preston, Valerie and Joseph C. Cox.** "Immigrants and Employment: A Comparison of Montreal and Toronto Between 1981 and 1996," *Canadian Journal of Regional Science*, 1999.
- Preston, Valerie and Wenona Giles.** "Ethnicity, Gender and Urban Labour Markets in Canada: A Case Study in Immigrant Women in Toronto," *Canadian Journal of Urban Research*, 1997.
- Preston, Valerie, Lucia Lo and Shuguang Wang.** "Immigrants' Economic Status in Toronto: Stories of Triumph and Disappointment," *The World in a City*, 2003.
- Renaud, Jean and Tristan Cayn.** *Un emploi correspondant à ses compétences? Les travailleurs sélectionnés et l'accès à un emploi qualifié au Québec*, study conducted on behalf of the Ministère de l'Immigration et des Communautés culturelles, 2006.
- Rubb, Stephen.** "Overeducation: A Short or Long Run Phenomenon for Individuals?," *Economics of Education Review*, 2003.
- Satzewich, Victor and Peter S. Li.** "Immigrant Labour in Canada: The Cost and Benefit of Ethnic Origin in the Job Market," *Canadian Journal of Sociology*, 1987.
- Sicherman, Nachum.** "Overeducation in the Labor Market," *Journal of Labor Economics*, 1991.
- Sloane, Peter J., Harminder Battu and Paul T. Seaman.** "Overeducation, undereducation and the British Labour Market," *Applied Economics*, 1999.
- SOM for the Board of Trade of Metropolitan Montreal and the Conseil emploi métropole.** *Étude sur la présence des immigrants dans des postes de cadre dans les entreprises privées de la grande région de Montréal*, 2015.
- Statistics Canada.** National Household Survey, 2011, product of data no. 99-010-X2011050, 2013.
- Statistics Canada.** CANSIM, table 282-0102, 2015, consulted November 7, 2015.





9 APPENDICES

APPENDIX 1

Variation in main economic indicators (%), major Canadian cities

CMA	Indicator	2016	2017	2018	2019	2016-2019
Montréal	Real GDP	2.3	2.4	2.2	2.0	2.2
	Employment	1.7	1.5	1.3	1.2	
	Population	1.0	1.1	1.2	1.1	
Toronto	Real GDP	2.8	2.6	2.7	2.8	2.7
	Employment	1.9	1.8	1.9	2.2	
	Population	1.7	1.8	1.8	1.8	
Vancouver	Real GDP	3.5	3.5	3.0	2.1	3.0
	Employment	2.1	2.2	1.9	1.9	
	Population	1.5	1.7	1.8	1.8	

Source: Conference Board of Canada, *Metropolitan Outlook, Autumn 2015*, 2015



APPENDIX 2

Table 1 – Ranking of cities chosen according to five categories of indicators (one of which is divided into two subcategories)

City	Economic activity	Economic growth	Human capital	Innovation	Quality of life	Attractiveness
Montréal	14	3	13	11	2	6
Toronto	9	9	3	7	1	1
Vancouver	11	2	5	12	3	3
Boston	2	8	1	4	7	2
Philadelphie	6	12	6	7	15	10
Pittsburgh	12	1	6	10	9	9
Charlotte	8	10	14	15	9	12
Saint-Louis	12	7	9	14	13	14
Minneapolis	5	13	8	6	4	7
Denver	4	6	12	5	6	8
Phoenix	15	15	15	13	11	15
Portland	7	11	9	9	11	11
Seattle	3	5	4	2	5	4
San Francisco	1	3	2	1	8	5
San Diego	10	13	11	2	14	13

Source : Institut du Québec

Table 11 – Ranking of cities according to indicators in the human capital category

Rank	City	Human capital index	Proportion of people 25 to 64 with a bachelor's degree or more	Proportion of people 25 to 44 without a high school diploma	Net international migration	Integration of immigrants to the job market
1	Boston	19	1	3	4	11
2	San Francisco	20	2	11	4	3
3	Toronto	23	6	4	1	12
4	Seattle	24	5	7	6	6
5	Vancouver	27	10	2	2	13
6	Pittsburgh	28	11	1	15	1
6	Philadelphie	28	7	8	9	4
8	Minneapolis	29	3	4	8	14
9	Saint-Louis	34	12	6	14	2
9	Portland	34	8	10	10	6
11	San Diego	35	9	14	7	5
12	Denver	39	4	12	13	10
13	Montréal	41	14	9	3	15
14	Charlotte	44	13	13	10	8
15	Phoenix	49	15	15	10	9

Source : Institut du Québec



APPENDIX 3

Survey

→ Target population and respondent's selection

- + Private organizations in the Montréal census metropolitan area (5 employees or more).
- + Respondent was the person able to provide information about labour in the organization.

→ Sampling frame: The sample was provided by Dun & Bradstreet.

→ Sample design: The non-proportional sample design was stratified according to five administrative regions and three sizes of companies, as follows.

→ Questionnaire: The questionnaire was designed and programmed by SOM working with the client. Interviews were conducted in French and English. The average time to respond to the questionnaire was 10 minutes. The questionnaire was tested with 10 respondents on July 24, 2015. The final version of the questionnaire is included in the appendices.

→ Collection period: July 24 to August 24, 2015.

→ Interview method

- + Computer-assisted phone interviews.
- + Computerized management of phone numbers.
- + Sample management targeting objectives of higher response rate.
- + Maximum of 23 calls during appointment and 20 calls for other communications.
- + Results of calls (detailed results on the following page):
 - non-response rate: 42.5%
 - refusal rate: 29.9%
 - **response rate: 27.6 %.**

Administrative region	Number of employees	Interview goal	Interviews conducted
Montréal	5 to 49	250	226
Laval	5 to 49	50	49
Lanaudière	5 to 49	50	37
Laurentides	5 to 49	50	41
Montérégie	5 to 49	50	36
Montréal	50 to 99	90	117
Laval	50 to 99	15	19
Lanaudière	50 to 99	15	8
Laurentides	50 to 99	15	18
Montérégie	50 to 99	15	7
Montréal	100 and more	90	84
Laval	100 and more	15	12
Lanaudière	100 and more	15	12
Laurentides	100 and more	15	9
Montérégie	100 and more	15	11
		750	686



APPENDIX 3 (CONTINUED)

→ Weighting and processing

- + The data was weighted by performing an extrapolation of respondents with joint distribution of the number of companies based on number of employees (5 to 49 employees, 50 to 99 employees, 100 employees and more) according to region (Montréal, Laval, Lanaudière, Laurentides, Montérégie).
- + The data was processed using MACTAB specialized software.
- + The results for each question are presented according to a banner that includes the variables relevant for analyzing results.

→ Margins of error

- + The margins of error opposite take into account the design effect.
- + The design effect arises when the interviews conducted are not proportionally distributed to the original population based on segmentation or weighting variables.
- + The design effect is the ratio between sample size and the size of a simple random sample with the same margin of error. It is a statistic that is useful for estimating margins of error for subgroups of respondents.
- + For example, in the table opposite, overall the margin of error is the same as for a simple random sample of 524 ($686 \div 1.309$).
- + The margin of error varies according to the value of the estimated proportion. The margin of error is greater when the proportion nears 50% and smaller when the proportion is further from 50%.
- + The table opposite provides margins of error for the study (taking into account the design effect) according to the estimated value of the proportion.

Margin of error according to estimated proportion

	Overall
Number of interviews	686
Adjustment factor	1.309
Proportion:	
99% or 1%	±1,0%
95% or 5%	±2,1%
90% or 10%	±2,9%
80% or 20%	±3,9%
70% or 30%	±4,5%
60% or 40%	±4,8%
50% (maximum margin)	±4,9%

APPENDIX 4

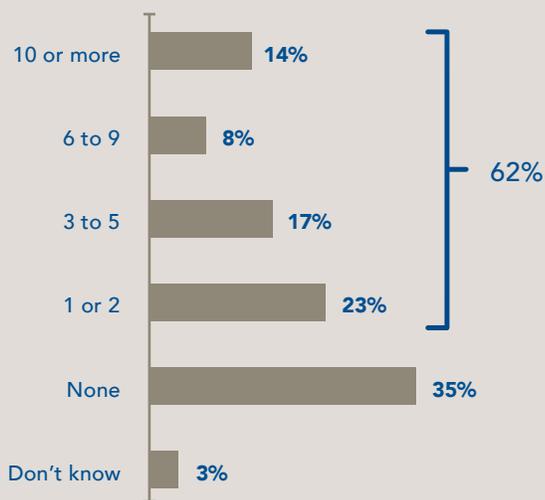
Detailed profile of companies surveyed

	Overall (n : 686)%	Montréal (n : 427)%	Other regions (n : 259)%
Region			
Montréal	54	100	
Lanaudière	7		15
Laurentides	10		21
Laval	8		19
Montréal	21		45
Size			
5 to 49 employees	91	90	92
50 to 99 employees	5	5	5
100 employees or more	4	5 ↗	3 ↘
Financial situation			
Growing	42	41	42
Stable	47	46	48
Declining	10	11	9
Years in business			
Under 10 years	13	13	12
10 to 19 years	24	22	26
20 to 29 years	24	21	27
30 to 49 years	23	26	21
50 years and over	13	16	9
	Overall (n : 686)%	Montréal (n : 427)%	Other regions (n : 259)%
Export of goods/Services	17	21 ↗	12 ↘
Immigrants among partners/Owners	30	34	26
Respondent's position			
Owner/CEO/partner	29	28	30
HR director/VP	24	24	25
Other executive/other director/other VP	24	24	24
Other position	23	24	20



APPENDIX 4 (CONTINUED)

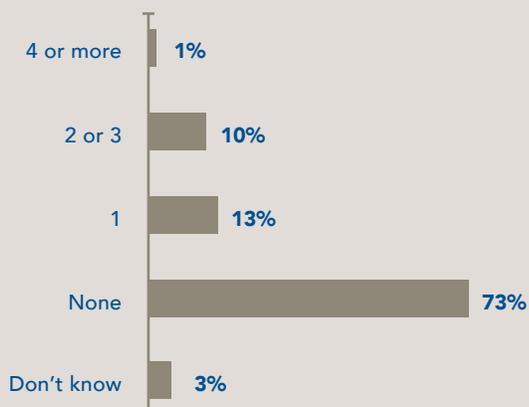
Number of immigrant employees in the organization (n: 686)



Organizations that have distinguished themselves

- Montréal area (79%) ↗
- 100 employees and more (69%) ↗
- Have used services or programs to foster the integration of immigrants (86%) ↗
- Export goods or services (79%) ↗
- Lanaudière area (27%) ↘
- Laurentian area (30%) ↘
- Montérégie area (45%) ↘
- 5 to 49 employees (62%) ↘

Number of immigrant executives in the organization (n: 686)



Organizations that have distinguished themselves

- Montréal area (33%) ↗
- 100 employees and more (43%) ↗
- Lanaudière area (6%) ↘
- Laurentian area (7%) ↘

APPENDIX 4 (CONTINUED)

The table below shows the connection between variables measured in the survey on immigrants' rate of access to jobs and executive positions. In addition to certain regional differences, the only factor positively associated with the prevalence of immigrant executives is the presence of immigrants among the company's partners or owners.

However, the use of services and programs to foster the access of immigrants and to export goods and services is associated with a higher rate of immigrant employees.

Explanatory variables	Link with rate of immigrants	Link with rate of immigrant executives
Company's region	Yes	Yes
Company size	Not detected	Not detected
Policies and activities in place to promote access for immigrants	Not detected	Not detected
Use of services and programs to promote access for immigrants	Yes	Not detected
Perception of obstacles to hiring	Not detected	Not detected
Presence of immigrants among company partners or owners	Yes	Yes
Export of goods or services	Yes	Not detected
Financial status (growth, stability, decline)	Not detected	Not detected



BOARD OF TRADE OF METROPOLITAN MONTREAL

380 St. Antoine St. West, suite 6000
Montréal, Québec H2Y 3X7

Telephone: 514 871-4000 | Fax: 514 871-1255
www.btm.qc.ca