



## PURPOSE DRIVER

# THE ACCIDENTAL EDI CHAMPION

Jenny Okonkwo took her own experiences as a Canadian newcomer and BIPOC female accountant and turned them into successful instruments for change, promoting equity and creating opportunities and support systems for other women in the accounting and finance fields. **BY ANYA LEVYKH**

**Women have a problem.** In Canada alone, there are 2.4 million women and girls living on low incomes. Women still, on average, earn 89 cents for every dollar a man makes. Racialized and Indigenous women earn even less, averaging about 67 cents for every dollar a man makes. And when it comes to anything above an entry-level position, women in Canada only hold around 35 per cent of management roles (despite making up more than half of the total population) and less than 31 per cent of senior management level occupations. Of those women-held positions, women of colour make up only 6.2 per cent of board, executive, and senior management positions collectively, while Black, Indigenous, LGBTQ2SIA+ women, and women with disabilities each hold less than one per cent.

Coming from the U.K., Jenny Okonkwo, CPA, FCMA(UK), CGMA, FPAC, MBA, has been able to provide a new perspective on the situation facing women in business in Canada. While she didn't start out as an EDI specialist, her experiences as a Black female accountant and a newcomer made her realize there was an urgent need for increased representation, support and visibility around these issues, especially in the accounting field.

PHOTOGRAPH BY CLAUDINE BALTAZAR



Jenny Okonkwo (third from left) with the BFAN team at the 5th Annual Women in Leadership Summit

As a successful CPA, author, speaker, and Equity, Diversity and Inclusion (EDI) specialist, Okonkwo has been named one of the 100 Accomplished Black Canadian Women, a finalist in RBC's Top 25 Canadian Immigrant Awards, and has been recognized for her leadership, volunteer work and role modelling by the Diversity Advancement Network, CPA Ontario, MP Omar Alghabra and Women's Executive Network among others. Currently working as a Diversity, Equity and Inclusion consultant in the public utilities sector, she is also the founder of Black Female Accountants Network (BFAN) and SherOpportunity.

## I'M ABLE TO APPLY LIVED EXPERIENCES TO ADVANCE EQUITY, DIVERSITY AND INCLUSION

### What drew you to EDI and, specifically, to launching BFAN and SherOpportunity?

The personal challenges of international work experience and credential recognition initially drew me in. As a newcomer to Canada, it was a complete culture shock in terms of the barriers faced in attempting to enter the Canadian labour market and, by extension, the workforce, and the need to re-certify in a field where I was already an established and highly experienced professional. According to the Government of Canada website, 62.4 per cent of immigrants arriving in Canada in

2021 arrived under the "Economic Class." This immigration class includes a variety of professions, including accounting.

Recent research by Toronto Region Immigrant Employment Council (TRIEC) shows that immigrant women, on average, earn less than immigrant men and the Canadian-born population. They also face a higher unemployment rate.

### How does being a CPA help with your work in the EDI field?

Having explored the Canadian immigrant professional landscape, I'm aware of some of the systemic barriers within the accounting profession and the workplace in general. Gaining my Canadian CPA designation was an important step to successfully overcoming those barriers and I'm able to apply these lived experiences in seeking to advance equity, diversity and inclusion. It's important to note that EDI encompasses a myriad of both visible and non-visible dimensions that go way beyond gender and race, including ability, ethnicity, sexual orientation, country of work experience, country of birth, country of education, immigration status, age, marital status, etc.

### What do you see as the biggest challenges still facing BIPOC women in professional fields like accounting and finance?

Women who are classified as BIPOC continue to be under-represented in professional fields. This can lead to several issues, including a sense of professional isolation and a potential lack of psychological safety in the workplace. With respect to its membership, BFAN provides support, working to reduce the workplace representation gap, through building a sense of professional community, interaction with peers, and increased visibility of executive and senior leadership level role models, creating opportunities for access to sponsors.

### How do BFAN and SherOpportunity help female CPAs achieve equity and promote themselves for advancement?

For racially diverse female CPAs to achieve equity, they need the appropriate type and level of supports that enable them to gain access to and capitalize on the right opportunities to showcase their skills. BFAN provides its volunteers (sourced from the membership) opportunities to develop the highly sought-after transferable skills and expertise needed in the workplace. Many members have leveraged their volunteer experience to improve their lives and those of others, introducing women

in leadership forums, employee resource groups and joining workplace EDI committees.

Through its work, BFAN also provides a safe space to help both immigrants and non-immigrants get the support needed to gain their CPA designation, access to mentoring, career advice, and job opportunities through corporate relationships and established members helping other members.

BFAN was fortunate to have Pamela Steer, President and CEO of CPA Canada as a keynote speaker at its 5th Annual Women in Leadership Summit in October 2022, reflecting the extension of CPA Canada's commitment to equity, diversity and inclusion in the profession and to the communities it serves.

SherOpportunity is a program that helps mid-career and senior level BIPOC women CPAs learn how to market themselves for opportunities both within and beyond their current workplaces and retain their roles once they have secured them. Through group-based activity, attendees are able to connect and learn from each other at a deeper level with respect to the skills needed to successfully navigate the Canadian workplace to achieve their career goals and aspirations.

62

Percentage of people who, in 2021, arrived in Canada under the "Economic Class" which includes accounting

### What's the next step in your EDI journey?

On December 1, 2022, I stepped back from the president's role and handed over the leadership reins of BFAN to two co-chairs, one of whom is based in Ontario and the other in Saskatchewan. Together with the former VP leadership team, a key next step in my EDI journey is supporting the new co-chairs in their onboarding and orientation journey, as they take BFAN into its next chapter and level of evolution to achieve even greater heights in 2023. As a speaker and panelist, I continue to be focused on sharing insights, raising awareness on EDI topics related to race, gender, intersectionality and immigration status as part of my personal mission to help create a more inclusive accounting profession. Contributing to a number of speaking events to celebrate Black History Month and International Women's Day will provide opportunities for me to continue adding my voice to the EDI conversation in 2023. I'm also excited to see the evolution of the group work I've been involved in to develop an EDI Case Collection in collaboration with the University of Toronto, for professional accounting students and practicing CPAs. ♦

## UNQUALIFIED SUCCESS

Canadian employers were seeking to fill nearly one million positions in the second quarter of 2022, the highest quarterly figure on record. Baby Boomers retiring from the workforce are driving the shortages. Sectors with the most vacancies include health care and social assistance (136,100), accommodation and food service (149,600) and retail (112,700). Wage increases were lower than consumer price inflation in most sectors and the shortage has forced companies to hire workers that wouldn't be qualified during periods of lower vacancies. —Steve Brearton

997,000

Canadian job vacancies in Q2 2022

44

Number of new hires for every 100 vacancies



26% of Canadian companies who took on a worker they wouldn't normally have hired in 2022 due to high turnover and labour shortages, according to The Harris Poll.

"As of June 2022, businesses posted almost 70% more job openings in Canada than pre-pandemic. But these firms were competing for 13% fewer unemployed workers than were available in February 2020."

—RBC report *Canada's Labour Shortages Will Outlive a Recession*, July 2022

## Where new workers lacked qualifications

Employers identify the hiring skills they were forced to overlook in the Harris Poll:

50%

Lacking soft skills



45%

Lacking years of experience



37%

Lacking required hard skills



26%

Unable to pass a background check



20%

Lack of educational degrees





## PURPOSE DRIVER

# OPPORTUNITY COSTS

With lived experience of racism and overcoming societal obstacles, Philip Ducharme works to help aspiring Indigenous entrepreneurs navigate similar roadblocks and find opportunities for business success **BY ALI AMAD**

**Growing up in the tiny rural** community of Welwyn, Sask., Philip Ducharme didn't see many opportunities for success. "Education also wasn't a priority in our household," says Ducharme, the youngest of nine children in a Métis family. "My parents never went to school beyond grade four and I fluttered around for a while after finishing high school." Still, eager to build a better future for himself, he decided to pursue a higher education and graduated with a degree in business administration from the University of Regina. Ducharme has become a pillar in the Indigenous business community and has worked with Indigenous organizations nationwide, in fields including procurement, health, education and employment. In 2020, he became vice-president of entrepreneurship and procurements with the Canadian Council for Aboriginal Business (CCAB). In his position, Ducharme has helped countless Indigenous businesses, from one-person shops to corporations with more than 1,000 employees, rise over the many business and societal obstacles members of his community face. But with more than 25 years of experience in tackling those obstacles, Ducharme now wants to level the playing field for Indigenous entrepreneurs so they can become full participants in the Canadian economy.

### **What drew you to pursuing a career in business?**

I always liked numbers and accounting. I found out about a pre-entry business program at the Gabriel Dumont Institute, an educational and cultural centre for Métis in Saskatchewan. The program was a doorway to getting a degree from the University of Regina, which seemed like a great opportunity. I was a shy kid from a small town, so it was quite the transition going from having three classmates in my grade to attending lectures with 100 other university students. There was a lot of racism in Saskatchewan at the time, and unfortunately, that problem still exists today. When you face discrimination, it makes you a stronger person or it makes you shy and reclusive. At the time, I definitely became the latter. It was after school that I had to overcome the shyness, once I started working and having to address audiences at work.

**Once you graduated, did you encounter any racism or discrimination as you embarked on your career?**

Yes, unfortunately. After I graduated in 1993, I started applying for jobs. The application process would often start with a telephone interview. Those always went well, but because my last name is Ducharme, the employers I spoke to assumed I came from a French background. I'm visibly Indigenous, so once they met me for an in-person interview and realized I wasn't French, several of them immediately became uncomfortable. They couldn't get rid of me fast enough. I realized that even with an education, I would struggle to get positions, which was incredibly discouraging.

**How did you overcome that discrimination?**

I wasn't having much success with getting jobs in Saskatchewan, so I decided to move to Toronto, where I figured I'd find more opportunities. The CCAB had a provincial office there and they gave me a job doing admin work and helping people update their resumes. I'll always be grateful to them

**THE MOST SUCCESSFUL INDIGENOUS BUSINESSPEOPLE HAVE REMAINED TRUE TO THEIR VALUES**

for giving me that first opportunity. When I started networking with other Indigenous people in Toronto and saw their successes, I was inspired. Drawing on the energy and strength of other Indigenous people whose struggles were far more challenging than mine helped me get past my own negative experiences. Soon after my Toronto move, I landed jobs in telephone and online banking at CIBC and BMO. That was a great experience that led me to many other opportunities over the years, eventually leading me back to the CCAB.

**What role does entrepreneurship play in supporting economic development and empowerment for Indigenous communities in Canada? And how do you and the CCAB support this entrepreneurship?**

Indigenous people have been left behind in so many aspects of Canadian society. The CCAB's mandate is to facilitate opportunities between Indigenous peoples and the rest of Canada. That's where entrepreneurship plays an important role. Instead of relying on social programming and assistance, Indigenous entrepreneurs take on an active role to create growth and self-sufficiency. When Indigenous

entrepreneurs start a business, they'll often hire other Indigenous people. Those businesses also reinvest in their communities and give back in the form of supports like scholarships and cultural centres. You also can't forget the impact of how seeing the success of someone from your background can instill pride and belief that you can achieve that success too. In my role, I oversee a number of different programs, such as Supply Change, which is the CCAB's trademarked procurement strategy for Indigenous businesses. Through building relationships between the federal government, non-Indigenous corporate partners and Indigenous businesses, we create pathways to increase Indigenous participation in every industry.

**Can you share a success story of an Indigenous entrepreneur that has inspired you?**

I encounter success stories that inspire me every day. I work with a lot of small businesses that are rarely given any opportunities. Part of my job is to support them in preparing for and responding to a request for procurement (RFP) from the federal government, or any other entity looking to buy goods and services. Receiving phone calls from those businesses to inform me that they've secured what is often a life-changing contract brings me so much happiness. But my personal role model is Dave Tuccaro. Based in Fort McMurray, Alberta, he's an entrepreneur whose philanthropic efforts have given so much to the Indigenous business community. And yet, he's one of the most humble and down-to-earth individuals I've ever met.

**During your 25-plus year career, what have you learned are the vital attributes that cultivate success for an Indigenous entrepreneur or business professional?**

Listening is key. Asking questions is also important. Intuitive people ask questions because they have a desire to learn and grow their businesses. In many instances, some of the most successful Indigenous businesspeople I've met have also always remained true to themselves and their values. Many of them still practice their traditions and embody their culture. Being successful can sometimes make you lose perspective, but sticking to your values helps keep you grounded.

**What advice would you give to aspiring Indigenous entrepreneurs?**

Go out and meet other entrepreneurs to build connections. Join organizations like the CCAB that offer networking events. This will help you find a



PHOTOGRAPH BY MAY TRUONG

mentor or collaborator who might be able to assist you in an area where you have struggles. There are plenty of Indigenous businesspeople who want to share their knowledge and expertise with up-and-coming entrepreneurs, but you have to put yourself out there to find them.

**What barriers exist that prevent Indigenous entrepreneurs from accessing funding and resources to support their businesses? What can be done to address those barriers?**

It is quite difficult for Indigenous businesses to get loans because of unconscious biases within lending institutions. For example, an Indigenous business is often perceived as a bigger risk than a non-Indigenous venture. Additionally, when entrepreneurs live in First Nations on reserves, they can't use their homes

to get credit like most Canadians starting a business can. The reason for that is because the Crown technically owns the land on the reserves—all the residents have is a certificate of possession for their homes. Those are just some of the many hurdles Indigenous people face. Fortunately, Canada has a substantial network of Indigenous financial institutions that have successfully aided many Indigenous businesses. But their impact is limited by the amount of funding they receive from the government. That federal support has to be boosted.

**What other government changes are needed to support Indigenous entrepreneurship and economic development in Canada?**

The federal government has a Procurement Strategy for Indigenous Business (PSIB) that aims to increase

opportunities for Indigenous entrepreneurs. In August 2021, the Minister of Public Services and Procurement announced a mandate requiring that all federal departments and agencies ensure that a minimum of five per cent of the total value of contracts are held by Indigenous businesses. This \$35.2 million investment is an important commitment that's going to help Indigenous economic development. But the process needs to be refined to make things easier for smaller businesses. For example, the government needs to simplify their contracting process. A small business that's applying for a \$50,000 RFP has to deal with as much red tape and paperwork as a business that's applying for a \$100 million RFP.

**How can non-Indigenous businesses support Indigenous economic development?**

Many times, the only reason outsider businesses will approach an Indigenous community is because they're pursuing a venture that requires that community's support. There's this prevailing assumption that Indigenous communities should be automatically motivated to support them for their own financial benefit. Outsider businesses will also often go in with this approach of telling the community that this venture is what they need. However, the first thing they should do is listen to what that community has to say about its needs. Every community has different priorities. Economic development might not be high on their list if they don't have safe drinking water or sufficient health services. Once the community is consulted and its interests align with the project, outsider organizations should give opportunities to local Indigenous businesses. Again, there are assumptions that the local businesses don't have the capacity or capability to support certain projects. That might be initially true in some cases, but there are plenty of examples of fruitful long-term collaborations. For instance, in Alberta's Wood Buffalo region, oil sands companies realized at first that Indigenous businesses didn't have the capabilities needed, but after working with them to grow their capacity, those local businesses have now become dependable integral vendors.

**Looking to the future, what changes do you hope to witness for the Indigenous business community in Canada?**

I would like to see Indigenous businesses involved in every industry across the country. We want to work to build our communities. What we need now are the opportunities. ♦



**HIGH ANXIETIES**

Air travel can seem like one unpleasant experience after another. As evidence, consider the findings from an October 2022 survey by Upgraded Points, a travel website. It ranked 'having the back of your seat kicked,' 'cutting in line,' and 'other passengers being rude to airport staff' as air travellers' top three pet peeves based on how annoying they are. Here's a look at the flight experiences—from boarding to cruising to deplaning—that highlight passengers' feelings. **BY STEVE BREARTON**

**Sitting Pretty**

Air traveller preference for plane seats, according to a 2022 survey by Virgin airlines



Middle/any seat

**3%**

Window seat

**35%**

Aisle seat

**62%**

**25**

Percentage of economy-class flyers who "fit" in current airline seats and passenger space, according to U.S. passenger advocates FlyersRights



**Good Neighbours**

The 2022 Upgraded Points survey also asked fliers to choose between the lesser of two evils when considering their flying companions.



More travellers would choose to sit beside a crying baby than a fighting couple:

**Crying baby**  
**54.6%**

**Fighting couple**  
**45.4%**



More travellers would choose to sit beside a dog than a baby:

**Dog**  
**54%**

**Baby**  
**46%**

**Landing Fear**

The 2022 Upgraded Points survey asked fliers whether these scenarios bother them upon arrival to their destination:

**41%**

Find it annoying when people clap after a landing

**63%**

Find it annoying when people stand before it's their turn to deplane

# FIRST IN

## PURPOSE DRIVER

# THE DIFFERENCE MAKER

Former Patagonia CEO and beacon of “out and proud leadership” Rose Marcario is putting her business experience to work in a race toward ensuring environmental regeneration **BY ALEX CORREA**

**As the daughter of a single mother** growing up in the 1970s, Rose Marcario witnessed firsthand the financial pressures that society can place on people who are already struggling. So, she decided that a career in business and finance would provide her with the most economic stability—“it was all about survival.” Marcario absorbed the lessons of business and combined them with a desire to achieve societal and environmental good. She joined outdoor gear and apparel company Patagonia in 2008 as their CFO, then COO and eventually became the company’s CEO.

Her experience at Patagonia emboldened her to achieve more in the area of sustainability. Marcario left in 2020 to work with upstart companies Meati, Rivian, SPUN and ReGen Ventures; each led by founders also seeking to make a positive impact on the planet. There is still much work to do, but she maintains her optimism. “Capitalism must evolve to include people and the planet if we are going to have a livable future,” she says.



**What drew you to Patagonia and, during your tenure as CEO, how do you feel that you helped shape the company?**

It was in some ways a very conventional type of company retailing apparel, but it was unconventional in its commitment to environmental causes, its culture, its willingness to speak out on issues and its model of corporate philanthropy. As I got deeper into the company, it represented to me a fully human way of doing business and was aligned with my values.

It also gave me a chance to work with Yvon Chouinard [Patagonia's founder], which was a real education. I learned from him how to build philanthropy into the corporate model, which I think we're seeing a lot of companies do now. We championed the Benefit Corporation movement, which is a great example of using business as a positive force.

I set simple goals for myself when I became CEO: Leave the company in better shape than I found it. Do work that would endure and be built upon. Train the next generation. Be an example of love in action leadership and work my way out of a job.

I think I brought a bolder vision to Patagonia's business and advocacy; I brought my skills in building out a profitable, global multi-channel business committed to the brand values. The company grew to well over \$1 billion in revenue when I was CEO, which was really a by-product of doubling down on the brand values.

**How does your experience in private equity and tech help with your current work in sustainability?**

Without question the work needed on sustainability is enabled by capital sharply focused on scaling the transition toward a livable future. I would argue at this point we need to go beyond sustainability to regeneration and restoration of our beautiful living planet because we have done so much damage. We need innovation to solve the climate crisis, to build responsible and resilient supply chains; to adapt to a changing world.

When you look at the big systems changes needed—energy, food, means of production, healthcare—all of them can become more renewable, restorative and regenerative with the right kind of technology and innovation applied. Technology can even help people change their behaviors to be more planet and people positive. I think it's one of the most important tools we have, it's a key to the great transition we need to make away from harmful broken systems which are now threatening life on Earth.



**What were some hurdles you faced as an up-and-coming leader in business?**

When I was coming up, I was very often the only woman executive in the room. It was not common back then, and so all the informal networks male leaders leverage were closed to me. The boy's club is a real thing. But those experiences made me more resilient and adept at dealing with challenging situations. In most executive jobs, pay equity was an issue to contend with.

PHOTOGRAPH BY BRANDON HARMAN

PHOTOGRAPH BY PETER BOHLER

Of course, coming out as a lesbian in the late 90s in corporate America was not easy, it came with its challenges and trade-offs. I was a public company CFO at the time and I worried it could ruin my career, but I just couldn't hide myself anymore. So, it's good to see progress now, but still it feels very incremental. There's a lot of work to do.

**With your consistent appearances in Fast Company's Queer 50 annual list, you've become an example of LGBTQ representation and influence in business. What do you see as the biggest hurdles still facing members of the LGBTQ community in leadership and business?**

Representation matters—it inspires, it soothes, it opens minds and hearts. There are many challenges we face, not the least of which is the rise in forces that seek to erase LGBTQ people and turn back the societal progress we've seen in the last 50 years. There are still places with repressive laws and we are seeing more repressive bills introduced every day around the USA. LGBTQ employees who work in companies or live in areas where they feel unwelcome or discriminated against are less likely to thrive. Work is where the self meets the world, and people do their best work when they are their full selves. We need everyone thriving to make the big societal transitions we are faced with.

I also think it is very important for LGBTQ people to see themselves reflected in business, culture and the arts. This is one of the reasons I personally made the choice to represent out and proud leadership. If I can be a role model for someone coming up, show them that it's possible to find and build companies that will welcome you, that will invest in your success, you can become a CEO or whatever it is you want.

**Through Meati Foods, Spun, Rivian and ReGen Ventures, you are working in a variety of different sectors. What drew you to these companies?**

When I left Patagonia, I wanted to be as much use as I could be toward this great transition we need to make as a society. Meati is making high-quality plant-based protein from mycelium, a renewable resource, with a mission to feed the world. Rivian is a leader in a clean mobility revolution and made nature one of its shareholders at its IPO by creating a fund for nature and biodiversity. SPUN is an NGO started by a brilliant evolutionary biologist, Toby Kiers, who's mapping the worldwide mycorrhizal fungal networks by mobilizing scientists and

democratizing the data to help restore and regenerate the planet. ReGen is an early-stage venture fund which I am partner in. The kinds of technologies we're funding enable regenerative agriculture, climate resilience, food security, plant-based food alternatives, and new production inputs that come from regenerative resources. So, in all cases the work is for a better future.

**THE BIGGEST CHALLENGE FOR ANY COMPANY IS HAVING A STRONG CULTURE BUILT ON A PURPOSE THAT GOES BEYOND PROFIT**



2

Number of times Rose Marcario has appeared on Fast Company's Queer 50 list, which started in 2020



**With all these ambitious environmental goals, what do you feel is the end game? And how long until it is within reach?**

I think the end game is renewable energy systems including grid, power management, mobility, regenerative food systems. All things that lead to clean air, safe water to drink, healthy topsoil, healthy communities, thriving biodiversity—a better world.

2030 is a very important inflection point for us. If we can keep global temperature rise below 1.5 to 2 degrees Celsius, we will have made incredible progress for humanity. If we don't manage to do that, we are conscripting future generations to an apocalyptic future filled with extreme weather events, mass migrations, ecosystem collapse, food insecurity, resource scarcity, and more.

And we have the tools: we have capital, we have a motivated workforce who cares about these issues. We have most of the technology right now to significantly reduce emissions and move us toward the end state I describe, but many

governments are still subsidizing the harmful status quo, or actively squashing innovation.

We need courageous leadership, collaboration and vision.

**What are the challenges facing businesses that are looking to be both profitable and sustainable? Is it possible to prioritize both?**

I think it's a false choice. I believe the most successful brands of the future will have responsibility and sustainability built into their business models. The customer is changing, there is less desire for rampant consumerism. The public want companies to be part of the solution—not the problem.

The biggest challenge for any company is having a strong culture built on a meaningful purpose that goes beyond profit. Many of the initiatives Patagonia became most known for were not all cost trade-offs, they were challenges with a positive purpose that caused our colleagues to come up with brilliant ideas, or work in optimistic collaboration with suppliers to solve problems. Still, our customers rewarded us and voted with their dollars when it came to making purchases because they could see we were working with transparency, talking equally about our failures and success, but always working toward a more livable future. ♦

## THE SHOW WILL GO ON

In 2022, the average ticket price for North America's biggest concerts surpassed US\$100 and the 200 biggest world tours generated a record-setting US\$6.28 billion. 2023 is poised to be even more lucrative. No concert tour has earned US\$1 billion yet, but with both Beyoncé's Renaissance World Tour and Taylor Swift's The Eras Tour underway, that could change soon. **BY STEVE BREARTON**

### Beyoncé



**Beyoncé Renaissance World Tour**

Concerts

**57**

Ticket price range (for Vancouver show)

**\$176 to \$7,100**

Previous touring gross (combined)

**\$767.3 million**

Estimated Renaissance revenue

**As much as \$2.4 billion**

### Taylor Swift



**Taylor Swift The Eras Tour**

Concerts

**52**

Ticket price range (US\$)

**\$49 to \$899**

Previous touring gross (combined)

**\$936.8 million**

Estimated The Eras Tour revenue

**As much as \$1.6 billion**

VS.

## Ticket prices surge for the biggest acts

Average ticket prices according to online reseller TicketSmarter for this year's biggest tours as of June (updated daily)

**Taylor Swift** *The Eras Tour*

**\$5,622.42**

**Metallica** M72 World Tour

**\$878.62**

**Bruce Springsteen and The E Street Band** 2023 Tour

**\$748.56**

**Beyoncé Renaissance** World Tour

**\$708.10**

**Madonna:** The Celebration Tour

**\$529.68**



## Highest-grossing concert tours of all time

