



Championing Change for Women in the Workplace:

*Your Organizational Guide
to Leadership*

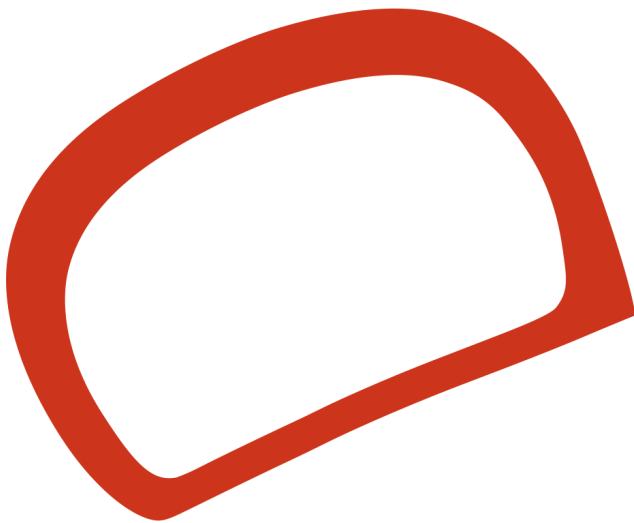


Women and Gender
Equality Canada

Femmes et Égalité
des genres Canada

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Land Acknowledgement

This guide was written on the traditional, ancestral, and unceded territory of the Syilx (Okanagan) Peoples.

WIL acknowledges the land on which we gather is the traditional territory of the Syilx Peoples of the Okanagan Nation which are a trans-boundary tribe separated at the 49th parallel by the border between Canada and the United States. The Nation is comprised of seven member communities in the Southern Interior of British

Columbia: Okanagan Indian Band, Osoyoos Indian Band, Penticton Indian Band, Upper Nicola Band, Upper and Lower Similkameen Indian Bands, and Westbank First Nation; and in Northern Washington State, the Colville Confederated Tribes. The members share the same land, nsyilxcən language, culture, and customs. They are a distinct and sovereign Nation. We acknowledge that Metis and Inuit may also make their homes in the area.

WIL also acknowledges the Metis and the Inuit, whose hearts and footsteps have crossed these lands as well.

Acknowledging this reminds us that our standard of living is directly related to the resources and friendship of Indigenous Peoples when they have been subjected to colonialism and oppression and that we all need to work on Truth and Reconciliation to correct this.

Content Warning:

*The following report covers sensitive topics including but not limited to workplace discrimination. The information and material presented here may trigger unpleasant feelings or thoughts for some and we encourage you to seek the necessary health support in your local area. This content warning applies to the entire *Championing Change for Women in the Workplace: Your Organizational Guide to Leadership*.*

Acknowledgements

The Women in Leadership Foundation acknowledges the financial support of Women and Gender Equality Canada. We are honoured and deeply grateful to have had the immense support and guidance of the Advisory Committee composed of Diversity, Equity and Inclusion (DEI) leaders & experts, along with business and human resources leaders for our Bridge to Gender Equality Project. Also, we would like to thank the organizations and employees that dedicate their time to meet with us to highlight their companies' leading practices in policy and programming. We thank you for your continued support in our efforts to create more inclusive, equitable workplaces.

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How to use this Guide

To help organize content and guide your curiosity, throughout the document there are special guide boxes for the following topics:

Key Term: Important terminology requiring definition for your reference.

Quick Reference: A brief list of resources related to a specific topic that you can access while you're reading.

* More resources are available in our Be Part of the Change (p 34) and Appendices sections.

Leading Practice: Case examples related to specific content to see how economic reconciliation is being applied in practice.

Deeper Dive: These are special call-outs and spreads that offer a more detailed story related to a particular topic.

Research Stat: These are special call-outs that share secondary research which highlights the necessity for what we are highlighting.

Part of the Diversity, Equity, Inclusion and Belonging (DEIB) work is that human rights have not been granted to many equity deserving groups, because of colonialism, patriarchy, and systematic measures, such as the Doctrine of Discovery or even demographics not being recognized legally until recently. Human Rights Advocates have been demanding to ensure all demographics have access to water, food, shelter, clothing, and can enjoy the freedom of practicing their spiritual practices, ways of relating, and ethnic cultural practices.

Although human rights efforts are primarily at a government level, companies have a responsibility to ensure inclusive and equitable environments. The business case is well known that a diverse workforce and more importantly, an inspired and happy diverse workforce, is a productive workforce.

Diversity, equity, inclusion and belonging initiatives work to ensure that legally there are no human rights violations, that there is zero tolerance for racism, discrimination, and bullying, and as such have been primarily internally focused. They have generally focused on recruitment and retention policies and procedures, employee support through initiatives like employee resource groups and events, and awareness through training and bearing witness to lived experience to garner empathy and compassion for fellow co workers.

Foundational Terms

Equality means resources are provided so that all individuals have equal access (each person receives exactly the same resources in exactly the same amount).

Equity means that resources are distributed based on the tailored needs of a specific audience. Equity recognizes that some communities will need more—or different—access compared to other communities.

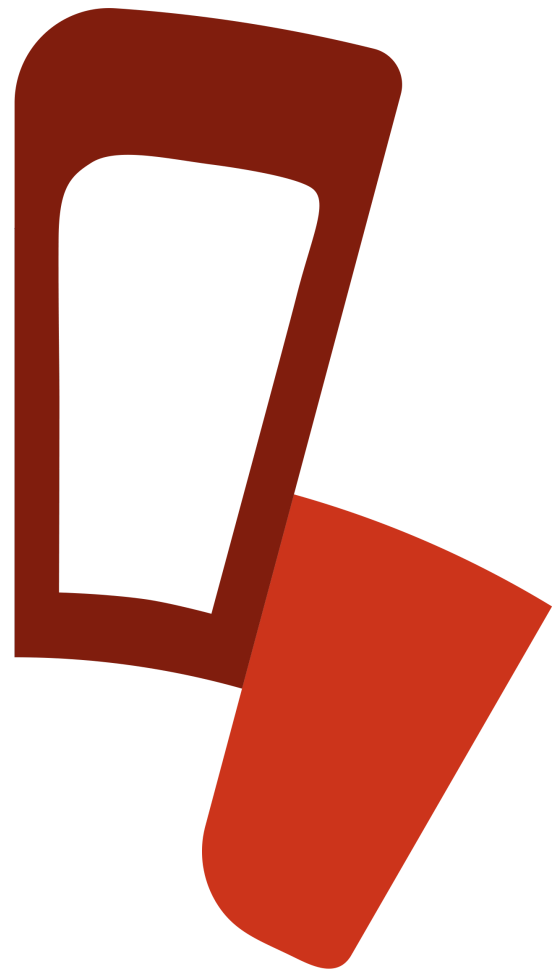
**Equity and equality do not have the same meaning. Equality is based on giving everyone exactly the same resources, while equity involves distributing resources based on the tailored needs of a specific population.*

Diversity is the practice or quality of creating a community comprising people of different ages, cultural backgrounds, geographies, physical abilities and disabilities, religions, sexes, gender identities, sexual orientations, etc.

Inclusion is the act or practice of behaviours and social norms that ensure people feel welcome. In the workplace, inclusion is the achievement of a work environment in which all individuals are treated fairly and respectfully, all have equal access to opportunities and resources, and can contribute fully to the organization's success.

Allyship is providing active/action based support for the rights of an equity seeking group without being a member of it. This is not passive in any way, an ally has to be supporting alongside the individual they are supporting to be in true allyship with those that require it.

Belonging is a sense of being secure, recognized, affirmed, and accepted equally such that full participation is required. Belonging is an organizational outcome and when you create an inclusive culture, staff do not have to code switch to fit in.



The Canadian Center for Diversity and Inclusion has developed a [comprehensive glossary of terms](#). This glossary is designed for all that are interested in terminology within inclusion, diversity, equity, and accessibility (IDEA).

NOTE: It is important to consider that definitions contained within the glossary may evolve accordingly with time, as is the subjective and contextual nature of language.

The Government of Canada Interdepartmental Terminology Committee on Equity, Diversity and Inclusion has developed an [online bilingual guide](#) on the key terms related to equity, diversity, accessibility, and inclusion. Users may use this guide to search by index and key words.

[French Terminology Guide on the Use of Technical Terms in Gender Equality](#)

This tool is a French terminology guide on the use of technical gender equality terms for those working in the field of international development.



Introduction

Diversity, Equity, Inclusion and Belonging (DEIB) initiatives have historically focused on a companies' internal operations. They have generally included things like policies and procedures, employee resource groups, and events to engage people in important topics around diversity, equity, inclusion and belonging. Many companies are being challenged to be more intentional about their DEIB strategies, both internally and externally. Even today, many DEIB efforts have been primarily for show or to fix issues as a temporary solution. However, times are changing rapidly and companies are highly encouraged to think more holistically, organization-wide, and more deeply to transform corporate culture and organizational systems. **It's less about quotas ("let's hire diverse people") and more about the employee experience ("what is it like to be a diverse person at this company?").**

Driving these initiatives forward has typically been taken on by the Human Resources (HR) or culture divisions. As shareholders and business trends point towards Environmental, Social, and Governance (ESG) reporting with worldwide benchmarks such as the United Nations Sustainability Goals (SGs), more and more the external facing impact is taken into account and reported. Often, Customer Service Relations (CSR), which focuses more on companies' external clients, are now concentrating on the community social impact. Initiatives could include company or employee charitable giving, administering or being part of a company foundation, or employee volunteerism. Often, these programs have been led by a CSR team or even corporate communications. However, the line between these two functions is beginning to blur, and more companies are seeing benefits from having them work together with clear leadership support and stakeholder reporting.

With an investment in people at the forefront, organizational focus on people is coming to the forefront – both internal and external. This means focusing on recruitment and retention, such as how your company is recruiting candidates, how long these employees are staying, who is being promoted and what supports are being provided to support their development and advancement, and what systems the company has in place to help all people thrive in their work. DEIB applies to those you serve as well, including the public, clients and community involvement. Beyond the people, is what your organization produces - Are your products inclusive? Are you considering universal access design? Do you consider the impact to multiple demographics, especially equity deserving groups? Does your marketing speak to all demographics within the public?

This is why Women in Leadership has taken on various projects that delve into the Diversity, Equity, Inclusion and Belonging space. To hear all the voices, share their wisdom, and provide a learning space for us all.

The Bridge to Gender Equality Project is committed to transforming workplaces and accelerating equitable change. We aim to achieve this by collaborating with employers and industry leaders, to build or amend policies and procedures that support more women applying for leadership and decision-making positions. **We believe that together, we can create a future where gender equality is the norm, not the exception.** We would like to acknowledge the generous financial support provided by Women and Gender Equality Canada. This funding support has made this work possible. This project brought together employers and stakeholders to identify gender bias norms in their hiring practices and policies and how to build an inclusive DEIB space within your organization to support more women and diverse persons to apply and be advanced into leadership positions. The project will help industry, employers and community stakeholders identify platforms of engagement that will support awareness of inclusive policies and actions to be taken by the employers.

The Growing Diversity of Canadian Women

In 2016, 22.6% of all Canadian women and girls were women of colour (Statistics Canada, 2016).

By 2031, over 30% of Canadian women may be women of colour. (Statistics Canada, 2016b).

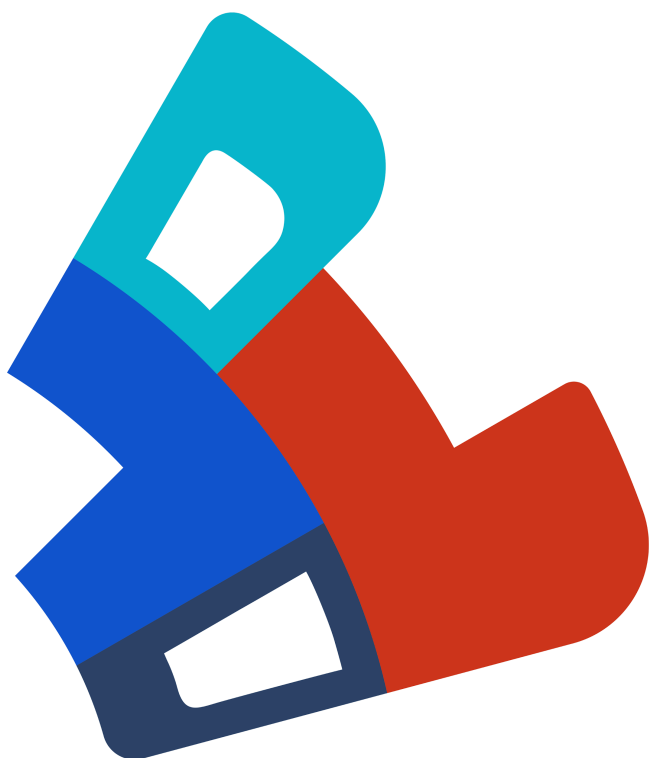
In 2016, 4.9% of all Canadian women and girls identified as Indigenous (Statistics Canada, 2016a).

By 2031, the population of Indigenous women may reach 1.1 million. (Government of Canada, 2015).

* Aboriginal is a term that was coined by the Canadian Government and is no longer commonly used. Today, we use First Nations, Metis, and Inuit as distinct demographic groups.

About this Guide

Gender Equality: According to United Nations (UN) Women (2019), gender equality is defined as equal rights, responsibilities, and opportunities for all genders. This doesn't mean that everyone should be the same, rather that peoples' rights, responsibilities, and opportunities shouldn't depend on their gender. It implies that the interests and needs of everybody, in all their diversities, are important. Gender equality is not a "women's issue", it's everyone's issue, and it makes life better for all of us.



The Championing Change for Women in the Workplace Guide

has been designed to guide organizations to implement Diversity, Equity, Inclusion & Belonging (DEIB) pillars within their workplace and to accelerate the changes needed to advance Gender Equality.

This guide provides a seven (7) step process to assist organizational leaders in the implementation of DEIB strategies and objectives that support gender equality within your workplace. The objective of this guide is for organizations to implement DEIB policies, strategies, and objectives that can be managed realistically to effect change over time. These resources can be adapted for organizations of any size or industry.

This guide was designed as a supplement to the [Bridge To Gender Equality Project: Transforming the Workplace Report](#) which was written by the Bridge to Gender Equality Project Team. The report based findings on primary research including a pan Canadian online survey, focus groups, one-on-one interviews, and project advisory committee interviews.

The key industries that were surveyed included: Finance, Technology, Energy, Health Services, Communication, Education, Public (Government), Transportation and Non Profits.

Women in Leadership acknowledges that there was not a significant amount of research data collected from women in other identity groups including newcomers, immigrants, people of Color, Black, Indigenous, 2SLGBTQIA+ and women with disabilities. Thus, this document is supplemented by secondary research from various Canadian based sources.

Additional addendum documents have also been created and shared with you through this guide. These will support you and your organization to take deeper dives into these spaces and implement actionable strategies, goals and objectives with your organization.

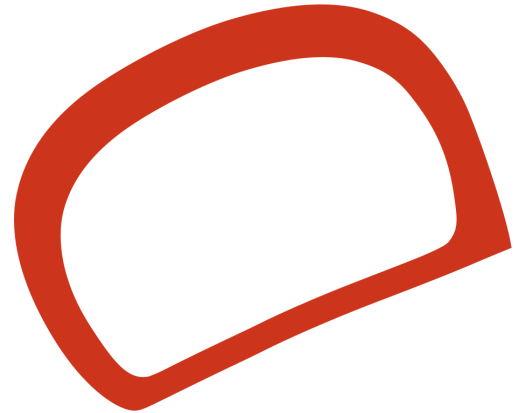
Our research consistently demonstrated that women are still facing challenges in the workplace that have now been magnified following the pandemic. Our research found that these are the main barriers to women’s advancement in leadership and following this are the recommendations to address these barriers.

Barriers to Women’s Advancement in Leadership Roles

As outlined in our [Bridge To Gender Equality Project: Transforming the Workplace Report](#), the Key Barriers to Women’s Advancement in Leadership are:

1. Lack of inclusive corporate cultures.
2. Company/Human Resource policies including hiring practices that do not promote equal opportunities for women and diverse people.
3. Lack of programs and support within organizations to address gender bias and opportunities to advance women in leadership roles.
4. Women’s perception of women in leadership positions and more specifically, themselves.

These key findings are supported by a magnitude of research but more importantly lived experiences shared with Women in Leadership through the [Indigenous Leadership Circle project: Report and Speaker Series](#), the [Bridge to Gender Equality Project: Transforming the Workplace Report](#), the [Annual Report Card on Gender Diversity and Leadership: The Zero Report](#) done by the Prosperity Project and the work of [Catalyst](#) surrounding diversity, equity and inclusion within the Canadian workforce.



Bridge to Gender Equality Project Survey

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| 5 out of 10 employees did not feel safe to address their concerns to their manager or human resources manager | 37.4% of employees experienced exclusion from group activities or isolating behaviours | 65% of survey respondents agreed that they witnessed an individual within an organization feel uncomfortable or out of place at work because of their personal characteristics. |
| 25% of employees experienced gaslighting when employers expressed having experienced racism | 41% of employees experienced stereotypical assumptions about race, culture, and ethnicity | 55.6% of employees experienced inappropriate comments, slurs, or jokes within the workplace |

Gaslighting: psychological manipulation of a person usually over an extended period of time that causes the victim to question the validity of their own thoughts, perception of reality, or memories and typically leads to confusion, loss of confidence and self-esteem, uncertainty of one's emotional or mental stability, and a dependency on the perpetrator. Gaslighting involves an imbalance of power between the abuser and the person they’re gaslighting. Abusers often exploit stereotypes or vulnerabilities related to gender, sexuality, race, nationality and/or class.

Recommendations

Recommendation #1

Create a corporate culture that is inclusive, providing equal rights, responsibilities and opportunities for all (everyone within and in relationship with the business/organization).

Recommendation #2

Develop and implement policies creating equal access and opportunity for all to apply for positions, unbiased selection processes, flexible working opportunities and promotion of all into leadership and board positions.

Recommendation #3

Provide support for all to thrive within an organization (e.g. mental health supports, mentorship, coaching, flexible working environment, equal access to training, applying alternative skills to the work environment, DEIB policies, strategy and training).

Importance of DEIB in Today's Workplace

Organizational Culture

A set of values, vision, behaviours and practices that make up an organization. Leadership behaviour, diversity of the team, inclusivity, equality, employee behaviour, policies and practices all contribute to successfully creating a healthy workplace culture and working environment (Wong, 2023).

Many companies are aware of the importance of promoting Diversity, Equity and Inclusion (DEI) in the workplace and to implement measures to make sure your employees feel that they are respected and treated fairly in an inclusive environment. However, more companies are now taking this a step further with initiatives that promote **diversity, equity inclusion, and belonging (DEIB)**.

Creating a healthy organization where leaders and employees thrive is at the heart of every organization. A healthy workplace where employees are engaged, where they feel safe, heard, respected and appreciated is what sets high performing organizations apart from the competition. Creating this type of work environment is intentional. Diversity, Equity, Inclusion & Belonging (DEIB) is not just a program supported by leadership or HR initiative. It is everyone's responsibility, organization wide, to cultivate a workplace culture that is more diverse, equitable and inclusive. Employees are more likely to remain with a company long-term if the organizational culture is supportive and aligns with their own beliefs and values.

If you don't nurture the right culture, then all DEIB initiatives are likely to fail. So, how can you do this?

Create a positive working environment where all employees feel accepted and appreciated. Demonstrate that you see and hear them, to empower them. Offer equal and unbiased access to opportunities and show that you value their work. Acknowledge how their work directly contributes to the overall goals of the company and appreciate their efforts in a way that the employee prefers to be appreciated.

A culture of belonging is founded on the concept of cultural competence. This is the willingness and ability to understand, appreciate, and interact with people from other cultures or belief systems. Offer appropriate training so that all employees understand how to respect, appreciate and value different perspectives. This training helps everyone feel that they belong which, in turn, helps develop a sense of individual purpose and responsibility. **This is currently not the norm in many organizations and needs to be transformed throughout many sectors in Canada.**

THE PROSPERITY PROJECT 2023 ANNUAL REPORT CARD ON GENDER DIVERSITY AND LEADERSHIP: The Zero Report

| | | |
|---|---|---|
| <p>Women continue to represent about one-third of corporate director roles (34.8%) and just under one-third of executive officer roles (32.3%), which are similar results to the 2022 report (34.2% and 29.2%, respectively).</p> | <p>Women’s representation in pipeline to senior management roles is the highest of the four leadership levels (42.9%), however, this number declined by 11.9 percentage points (from 54.8% in 2022). A drop in women’s representation in pipeline roles should be an alert for more organizations to take action and commit to closing the gender parity gap by investing in and promoting women consistently through equitable recruitment, hiring and promotion strategies.</p> | <p>There is a serious underrepresentation of women with at least one intersecting identity (racialized, Indigenous, living with disabilities, 2SLGBTQIA+) in senior leadership roles. Women of colour hold 9.4% (up from 6.2% last year) of board, executive and pipeline positions collectively, with Black women, Indigenous women, women with disabilities and 2SLGBTQIA+ women each holding 1.5% or less of senior leadership and pipeline positions, respectively. These are important distinctions.</p> |
|---|---|---|

The key to creating a culture of belonging is building a sense of community for everyone. Promote transparency and involve your employees in important decisions. Ask for anonymous and constructive feedback on a regular basis and be clear that their opinion matters – which means you need to paraphrase back what you are hearing, what you will do with that information, and then be accountable to change.

Encourage them to voice any concerns without fear of recrimination. The entire organization should also regularly take DEIB training so everyone is on the same page of understanding of what DEIB is, why it is important and that we are all responsible and accountable to create a healthy culture. It is key to develop a safe and brave culture with transparent and honest communication channels based on open dialogue and active listening.

Most importantly, communicate that creating a diverse and inclusive workplace culture is everyone’s responsibility – especially all leaders. This happens through the development of policies, strategies, training, and implementation of a comprehensive DEIB program throughout the organization.

Elevate your leadership. Communicate how DEIB benefits the company and employees, from being a lever in the pursuit of talent to helping people feel a sense of purpose at work. Be intentional, proactive and inclusive. Lead the way to ensure the understanding of how DEIB is both the right thing to do and good for business. It is vital that leaders role model the behaviour and that there is accountability when a person engages in racism, discrimination, and bullying.



Bigger talent pool

When your recruitment strategies consider diversity, you create a broader talent pool. The wider the pool, the better the candidates you’ll find! Critically examine sourcing and advertising. Ensure that you connect with diverse communities and advertise and promote outside of traditional channels such as the internet and newspaper.

Increased employee engagement and trust

Employees want to see themselves reflected throughout their organization — in their leaders, mid-level managers and junior employees. When you have a diverse team who strives to create a culture where everyone belongs, people will feel a sense of connection and trust, and will be more engaged at work.

Thriving innovation

Organizations need to continually evolve to ensure they remain relevant to the needs of the public – especially with the advancement of technology. Organizations need to embrace innovation, new ideas, and be willing to shift as their client base shifts. Although homogeneous teams may feel comfortable and familiar, multiple studies show that diverse teams perform better because they process information more carefully and come up with more creative solutions to problems.

Better decision-making

Every individual has unique experiences and insights. When you're thinking about marketing campaigns, or creating products and services for a specific target market, gathering input from people in that population is vital for making smarter decisions. It allows for diversity in thinking when risk assessments are done prior to decision making.

Elevated/Stronger sense of purpose

Taking action on DEIB issues can help everyone feel valued for who they are, which leads to an increased sense of purpose and safety at work. Employee morale is key to business success and can be achieved through implementing a holistic view of systems thinking. This creates many spaces for employees to have a sense of purpose within an organization and contribute fully.

Benefits of Diverse and Healthy Work Environments

Canada's shifting demographics stress the importance of Diversity, Equity, Inclusion & Belonging:

Between 2016 and 2036, the proportion of workers who are immigrants to Canada is expected to increase from 1 in 4 (26%) to 1 in 3 (34%)

(Statistics Canada, 2019).

47% of workers over 15 are women, and 53% of university educated workers are women

(Statistics Canada, 2021).

The Indigenous population grew by 9.4% from 2016 to 2021, surpassing the growth of the non-Indigenous population over the same period (+5.3%)."

(Statistics Canada, 2021)

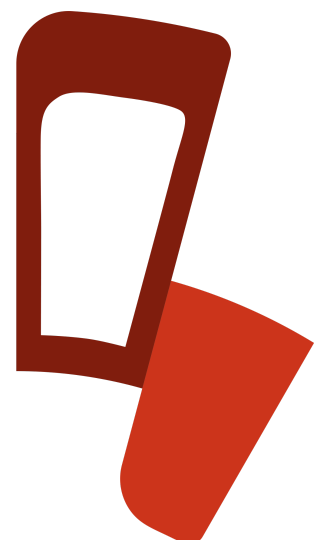
The proportion of people with disabilities in the workforce has increased from 4.9% to 9.1% between 2006 and 2016

(Government of Canada, 2015).

Companies with a diverse talent pool have the capability of having diverse viewpoints from team members of different genders, cultures and lived experience. This allows organizations to better understand their clients, make better decisions and become more innovative. These organizations are more likely to outperform their competition and have higher customer satisfaction as well as higher employee engagement.

Consciously creating a healthy work environment benefits organizations in many different ways:

- Enables the organization to attract and retain women and diverse peoples through a company's DEIB culture and supportive work environment which helps all employees progress in their career;
- Enables the organization to grow based on the diversity of teams;
- Enables the organization to attract and retain women and diverse persons as leaders in roles of Director level and above;
- Minimizes employee relations issues including complaints regarding any unacceptable behaviours.



Health and Wellness

Health and Wellness is a top priority for organizations that want to create a healthier work environment especially following the pandemic in 2020. Employers are responding to this new reality by implementing policies and programs to support the new workplace.

A healthy workplace is the foundation for a thriving business. Health and wellness programs are key to supporting employees' overall well-being. Since the pandemic, mental health issues are on the rise which is having a direct impact on employee productivity and performance. Working conditions can have a significant impact on mental health, as the work environment and relationship that employees have with their jobs sometimes blurs the lines between their personal and professional lives, which contributes to stress and burnout. **Implementing policies and programs related to worker well-being does cost time and money but the cost of failing to support employees' psychological well-being is often far higher.**

Some of the benefits employers see after implementing programs and policies related to worker well-being are: improved employee morale, increased productivity, lower absenteeism, higher employee engagement, as well as improvements on recruitment and retention.

The Sun Life-Ivey [Canadian Wellness Return on Investment \(ROI\) Study](#) showed that companies that kick-started an effective wellness program reduced costs and experienced financial gains. These included:

- 11% higher revenue per employee
- 1.8 fewer absentee days per employee per year
- 28% higher shareholder returns
- For every \$1.00 spent on wellness programs:
- Medical costs fall by about \$3.27, and
- Absenteeism costs fall by about \$2.731

(Sun Life & Western University Ivey Business School, 2014)

Steps to Implementing a Diversity, Equity, Inclusion and Belonging Strategy

The purpose of this section is to provide your organization with the resources and material to implement Diversity, Equity Inclusion and Belonging (DEIB) priorities. Let us walk you through the step-by-step process on navigating the tools to facilitate the implementation.

Step 1: Your Team

A DEIB initiative is often viewed as a Human Resources function, however, in order to be successful, all leaders have to be prepared to learn about DEIB, support it and play an active role in implementing DEIB Policies, strategy and shifts in corporate culture. Start by selecting a few key individuals who will review this document and be responsible for leading the work. Ideally, have a leadership sponsor/champion who will be accountable for outcomes based DEIB work as well as impact reporting.



Leadership

A Key Role in Diversity, Equity, Inclusion and Belonging

Great leaders have the ability to influence and inspire their teams to put forth their best effort and commit to the organization's mission, vision, and values to achieve company goals. All leaders play a critical role in DEIB as they can advocate for diversity, equity and inclusivity to leverage the differences within their team to achieve better performance.

Equity, diversity and inclusion learning path for Executives

You can demonstrate your commitment to workplace equity and values around diversity and inclusion by using the anti-racism tools and practices available to you and by applying the principles of [GBA Plus](#), positive spaces, and accessibility.

Your workplace culture will be created through how leaders make decisions, engage with each other and how they communicate. Every leader's role is to create the environment for employees to feel connected so they can thrive.

According to findings from Catalyst's [Getting Real About Inclusive Leadership Canada 2021 Report](#), 45% of employees' experiences of inclusion are associated with manager's inclusive leadership behaviours. Experiences of inclusion benefit both employees and employers, boosting work engagement, innovation, and team problem solving (Catalyst, 2021).

Employers have to start by hiring the right leaders, and provide them the training and education necessary to be leaders whose guidance aligns with the company's values and behaviours. These leaders should model the behaviour that is expected at all levels of the organization. These key hiring decisions shape organizational culture and have an impact on diversity, equity, inclusion and belonging programs, especially with respect to gender equity. Hiring leaders who share your organizational values will result in a much stronger, dynamic, and inclusive team aligned around a common purpose. These are the leaders who will drive change in your organization.

Start by clearly defining your values, mission, and vision as well the leader's role in your organization. For example, does your team value collaboration and teamwork or competitiveness and aggressiveness?

Once you've defined the values, ensure the following:

Ensure the values are embedded in the workplace culture, policies and programs.
Ensure your values and vision are communicated across the organization regularly.

Next you will need to define leadership's role in your organization. You can start by asking the following questions:

- How should the leaders in your organization behave?
- How should the leadership team treat each other? Do they have good relationships with colleagues and team members?
- How should they make decisions?
- How should they communicate?
- What are their motivators?
- Do the leaders in your organization act and behave in alignment with your organization's values?
- Do the leaders in your organization hold each other accountable for poor behaviour?
- Does your leadership team communicate openly with employees?
- Are your leaders inclusive?
- Are your leaders advocates for diversity and equity in the workplace?
- Are your leaders open to different ideas and opinions? Do they listen without judgement?
- How is Intersectionality creating an Inclusionary and Belonging Corporate Culture throughout the organization?

The term **intersectionality** defines the notion that social identities, such as race/ethnicity, gender identity, biological sex, sexual orientation, age, socio-economic status, disability/ability, marital status, migration status, and religion overlap and intersect in dynamic ways that shape each individual and their experiences.

Leadership Key Steps Forward:

Define the DEIB purpose: The first thing leadership should do is be clear about WHY diversity and inclusion is desired.

Define the DEIB vision: Now that you know why you want diversity and inclusion, you must define your specific desired end state.

Measure and recalibrate: Leadership needs to measure progress along the way. This is one of the places organizations tend to fall short.

Tone from the top: Finally, leadership must set the tone from the top. Leadership cannot delegate all of the associates' activities and remain detached. The number one reason DEIB efforts fail is insufficient leadership buy-in.

Develop diversity champions: It is important that leadership be provided the tools to successfully champion DEIB.

Create accountability at all levels: Leaders who fail to support inclusive programming are failing at an important part of their job. Build in DEIB outcomes to leadership accountability, bonuses, etc.

If you do not hold all leadership to the same standards, you have failed before you have even begun. Leadership that refuses to accept their responsibility to authentically lead the DEIB effort, or is ill prepared to do so, draws out the amount of time and money required to get a DEIB off the ground and running well.

Recruitment

DEIB must be at the core of your recruiting strategy, including candidate experience, company brand awareness, and external and internal recruitment. Then, as you build your company's culture and values, DEIB will touch every aspect of the company. A data-driven approach can guide you as you implement an effective recruitment strategy in your organization.

Recruiting diverse talent continues to be an issue for many hiring teams. This is often attributed to a "pipeline issue," noting it is difficult to find qualified, diverse candidates for their open roles, or at least to find them in volume. However, for most companies struggling to hire diverse talent, this is not because of a pipeline issue, but due to the organizations hiring processes. Consider a number of starting strategies for improving these processes, to understand how to recruit diverse candidates with diversity, equity, inclusion, and belonging.

Establish DEIB Recruiting Basics Screen applicants with the same set of questions, and use a rubric to rate their responses. Other things to implement in your diverse hiring practices include but are not limited to:

- Implement a "blind" resume review
- Audit your current benefits to make sure they align with the wants of diverse talent (what a mother needs is not the same as what an Indigenous young person needs, or a woman of colour needs, etc.)
- Ensure DEIB training is provided to hiring managers
- Hire and train a diverse recruitment team
- Engage a consultant that specializes in diverse hiring

Maximize Your Recruitment Efforts with the Right Job Description

- Ask diverse candidates to apply using diverse / non traditional recruitment channels
- Use inclusive language when communicating with candidates
- Avoid jargon and be mindful of accessibility in the recruitment process
- Post salary or salary range

Diversify Your Sourcing

- Attend events focused on DEIB, Indigenous persons, persons with disabilities, women, women of colour, and diverse individuals

- Tag relevant groups and organizations on social media when promoting jobs (know who they are and create partnerships)
- Post on niche job boards with above niche organizations
- Keep in touch with stand-out candidates you ended up not hiring
- Ask for employee referrals within these diverse groups

Attracting Indigenous Candidates: What might Indigenous Job Seekers be looking for within your organization?

Employee candidates vary in their values, wants, and experiences. Despite representing a unique cultural mix (urban, rural, assimilated, and traditional), most seek employers who offer the following working conditions:

- An accepting, respectful, safe, and non-judgmental work environment (anti racism and discrimination policies, DEIB program, Reconciliation Commitments and Actions)
- Equality, Equity, Inclusion and Belonging of their authentic selves as an Indigenous person
- Pay equity
- Cultural diversity in the workplace along with Reconciliation, cultural safety and humility training
 - Supportive HR Policies for Cultural holidays, ceremonies/practices, funerals, cultural leave, etc.
- Opportunities for professional advancement

Decades of [Catalyst](#) research has shown that [systemic biases are baked into the recruitment and hiring process](#). A comprehensive diversity and inclusion strategy requires action to create equity in the hiring process. Suggestions such as removing names from resumes are definitely a start, but what else can you do to ensure you're recruiting and hiring the most diverse candidate pool possible?

Start with the job description: use language that welcomes all applicants by focusing solely on the objective job requirements. By checking for bias embedded in your processes for screening résumés, interviewing applicants, and extending offers, you can widen your pool and create a culture of diversity in all stages of hiring.

Show don't tell: Do an audit of your website, social channels, and marketing materials. Are the images diverse? Do you showcase employees of all races, genders, and ethnicities? Is your language inclusive? Do you have programs that support diversity, such as parental leave, flex time, and floating holidays? Diverse employees are coming to your site and want to see people that look like them. Make it clear that they will be welcome, valued, and that they belong.

Require diverse slates: What gets measured gets done. So make it a mandate that candidate slates for all open positions include two or more qualified women as well as two people from underrepresented racial or ethnic groups.

Remove bias from the interview process: Evaluate every candidate consistently and reduce the impact of unconscious bias on decision-making by implementing structured interviews to standardize the interview process. Structured interviews focus on core skills and competencies that are highlighted in the job description and that are necessary to excel in the role. Interviewers should score each candidate immediately after the interview and then compare candidates horizontally or by the answer provided to each question or competency.

Flip the script: Ask potential candidates about what type of work environment they would find most supportive. When giving feedback, provide concrete examples of why and how you felt a candidate excelled.

Tap your employee resource groups: If you want to recruit more Black women employees, ask employees who belong to a related ERG for referrals for open positions.

Fix the leaky pipeline: Take a hard look at your attrition rates. Find the biggest "leak" and focus on addressing that first. You can also do an internal survey and of course, dig into exit interviews to see where patterns emerge. Be sure to evaluate your metrics across intersections of identity (e.g., race/ethnicity and gender).

Below you will find some key takeaways to help you evolve your recruiting strategy to increase your DEIB.

| Inputs | Job Postings | Recruitment Process | Interview | Onboarding |
|---|---|---|---|---|
| <ul style="list-style-type: none"> → Organization must be rooted in DEIB → Equipping HR & MGMT with 21st century hiring practices, upskilling & professional development → DEIB Program that support Women & Underrepresented Groups → Gender equity Targets → Up front on Pay Equity → Leadership bonus contingent on hiring DEIB policies, hiring, uplifting diverse pipeline | <ul style="list-style-type: none"> • Co-create all job descriptions with Mgmt & HR as it holds them accountable • Remove 'gendered' and non-inclusionary wording & apply unique identifiers • Objective criteria • Hiring Rubric-scoring tool defining expectations • Pay Transparency-show salary range • Benefit Transparency | <ul style="list-style-type: none"> ➤ Gender Neutral Language through the recruitment process (remove masculine coded words) ➤ Diverse hiring panels ➤ Culture Fit vs Culture Add ➤ Equality vs Equity in terms of hiring - making accommodations to those who qualify vs specific things each person needs to succeed | <ul style="list-style-type: none"> → De-identification Hiring Tool + Structured Interview Process → Utilize all Transferable Skills → Structured Interview Process - stick to a specific set of questions → Use behavioural style interview questions → Consistent Interviewer-1 person assigned to all candidates in equity deserving candidates → Support & coach for diverse candidates → Be open & capitalize on transferable skills → Apply DEIB lens → Embed & value emotional intelligence skills | <ul style="list-style-type: none"> • Virtual & onsite onboarding process - mentorship, coaching, scheduled check-ins - developmental feedback, 3-week anonymous survey/input +3-month • Organization Orientation - Electronic resource package, Buddy system (1:1), Job Shadowing, Employee Resource Group • Onboarding roadmap (w. Timelines & Milestones) • Mandate Indigenous Reconciliation • Mandate DEI training • Pathway for Professional Development • Accountability for Hiring Mgr (w. Employee Reviews - Anonymous) • Create a sense of belonging |

Retention

Ideally, leaders would be adept at understanding their employees and wouldn't lose any staff through neglect or ignorance. However in reality, most are not tuned into the factors that can get in the way of knowing what is important to their employees both individually and collectively, but particularly those staff that are not being included. The first step in retaining more employees is to use a diverse set of tools to maintain talent. Such tools as segmented engagement surveys, focus groups, and personal conversations can guide management in taking the actions that will help keep their talent engaged and committed to the organization. Providing space for their input on what they need to continue to contribute to their success within the organization, without retribution, retaliation or punishment (this is the most important piece of this work). Which will include but is not limited to:

Well-Being

"Employees who differ from most of their colleagues in religion, gender, sexual orientation, socio-economic background, and generation often hide important parts of themselves at work for fear of negative consequences. This makes it difficult to know how these employees feel and what they want, which makes them vulnerable to leaving their organizations. The key to inclusion is understanding who your employees really are. Many organizations conduct employee engagement surveys, but most neglect to segment the data they collect by criteria such as gender, ethnicity, generation, geography, tenure, and role in the organization, missing opportunities to identify issues among smaller groups." (Brown, 2018)

Focus on Inclusion & Belonging — Not Just Diversity

Many business leaders understand the ‘diversity’ part of DEIB. They acknowledge having a diverse workforce is important to the organization, their workforce, and customers and is critical to succeeding in a global market. It’s the inclusion and belonging part that can elude them. Creating a work environment where all people can be who they are, know they are valued, and their unique talents and perspectives are included, makes them want to stay.

The key to inclusion and belonging is understanding who your employees really are. These are a selection of spaces where an organization can make great impacts on employee retention:

- Work Environment (Corporate Culture)
- Benefits (Health, Mental, Physical, Social)
- Accessibility (Physical, Mental, Emotional, Spiritual and Sensory)
- Childcare Supports (Directly or Indirectly)
- Flexible Work Environments (remote work is key to retention)
- Accounting for non-Canadian holidays
- Flexible HR policies for cultural leave, caregiver needs, etc.

Professional Development

- Supporting Educational Goals
- Training for Career Advancement
- Mentorship Programs/Buddy System/Coaching
- Job Shadowing

Coaching

Building a coaching culture involves focusing on shifting unwritten rules, values, norms, behaviours, and practices to spread a coaching mindset and coaching practices throughout the organization so that coaching becomes a key part of the company’s identity. A coaching culture improves not only the way employees interact with each other, but also the interactions they have with customers and potential clients.

A coaching culture enables radical organizational transformation by building conversational and coaching skills on a daily basis. A coaching culture creates a climate where people can freely:

- Give and receive feedback;
- Support and stretch each other’s thinking;
- Challenge each other with support, and stress-test ideas where appropriate; and
- Engage in development conversations that are short in length, but strong in impact.

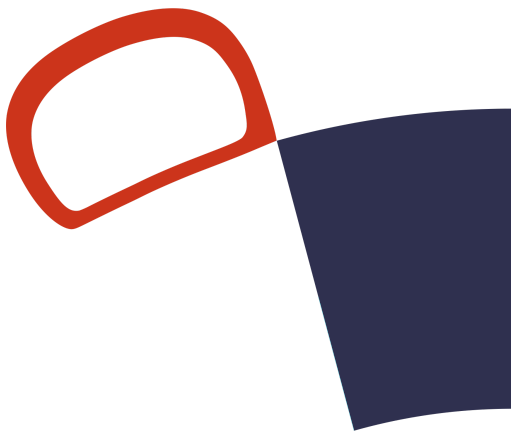
Here are some steps to consider for deploying a coaching culture:

Make the case for strengthening coaching skills by allowing key influencers to experience its power. Demonstrate the power of coaching, particularly in situations that are painful for business leaders.

Integrate coaching as a core element of your talent and leadership development strategy. Before trying to embed coaching in your culture, start by integrating coaching into your leadership and talent development framework. Embed coaching in some of your leadership programs for targeted populations, like high potentials, senior managers, and senior experts. It exposes your organization to a critical mass of adopters.

Equip key leaders, including HR professionals, with coaching conversation skills. The ideal situation arises when business leaders and HR professionals exhibit coaching skills and a coaching mindset on their own. Contrary to popular belief, coaching isn’t exclusively for development purposes — it’s also for everyday challenges. Make sure individuals know how to coach their people.

“A role model talks by example, a coach talks to you, a mentor talks with you, and a sponsor talks about you.” (Scholarship and Mentoring: Ask Catalyst Express, 2022)



Recognition

- Acknowledge the Burden of Care Falls to Women
- Establish Programs That Support All Women
- Stop the Bias of Employment History Gaps

Equal Pay/Benefits

Understanding the value of salary parity is just one component of a successful DEIB Plan. It's also required due to the federal Pay Equity Act. Therefore, it is integral to:

- Create a workplace with stronger engagement and retention
- Meet all legal responsibilities and requirements and
- Establish a framework to successfully implement your policies

Allyship

Being an ally for gender equality requires more than believing in the cause. Male leaders must both value equality and actively work to achieve it; but making that leap from belief to action can be a tough undertaking. Thankfully, being an effective ally doesn't require drastic overnight changes. Here are a few simple ways men can make a difference:

Share opportunities. When men think about how they can be more effective allies for equality, they tend to focus on how they can do more. However, they can also have a major impact by doing less.

Publicly celebrate accomplishments. While there's been progress to even the number of men and women in corporate leadership, in 2018 women occupied just under a quarter of senior roles across the world (Catalyst, 2019), which is a decline from the year prior.

Share the non-promotable workload. When it comes to helping advance women, seemingly small day-to-day things, when added up, often make a big difference.

Sponsor a woman. If the right mentor can take a person far, the right sponsor can take her even further. Mentors offer advice and time. Sponsors, in contrast, are more invested, and offer opportunities, visibility and connection.

Be visible. When [Catalyst](#) asked men what prevents more of them from becoming champions for gender equality, two explanations stood out: **fear and apathy**. Some interviewees said that many men don't see how gender equality affects them, while others said men are afraid that helping women could reduce their own opportunities.

Through the road to retention, leadership/management should be adept at understanding their employees and making sure they didn't lose any through neglect or ignorance. The reality suggests that most aren't tuned into the factors that can get in the way of knowing what's important to employees both individually and collectively.

[Indigenous Ally Toolkit](#) by Montreal Urban Aboriginal Community Strategy

[Toolkits, Guides & Reports](#) by Out and Equal

[An Ethnicity Allies Guide To Getting It Right - For The Entire Organization](#) by Investing Ethnicity

[Creative Equity Toolkit](#) by Diversity Arts Australia and The British Council

[Allyship and Curiosity Drive Inclusion for People of Color at Work](#) by Catalyst

Pipeline

[The Zero Report](#), released Tuesday, found 89 percent of organizations surveyed had zero Black women in pipeline for executive officer roles – 91 percent don't have any Indigenous women in those roles.

“Having a strong inclusive leadership pipeline has the ability to transform not only a single company, but the future of Corporate Canada as well.” - Heather Baker, partner and chair of the board at KPMG

Consider training opportunities provided to women that benefit career growth - strategic planning, negotiation skills, public speaking, influence, etc. Also, seek meaningful sponsorship opportunities for job rotations and stretch roles that support a strong talent pipeline and succession planning.

Step 2: Resources

Your team will need support and guidance on this long-term initiative and it is important source those key resources at the start of the program to ensure its success. The suggested resources we recommend are:

1. HR and Organizational Development Consultants specialized in DEIB to assist with implementing program and measuring results
2. DEIB Consultants and Trainers
3. HR Expert Specialized in Workplace Investigations (to investigate any workplace harassment complaints)



The Canadian Federation of Nurses Union's [Equity and Inclusion Toolkit](#) was developed to assist the CFNU and member organizations in facilitating the inclusion and participation of equity seeking groups. This toolkit consists of inclusive language terminology indexes, workshop templates, human rights and equity vision statements, an environmental scan checklists, and an event accessibility checklist.

This requires long term commitment to the development of a DEIB program throughout the entire organization, which will require time, funding and resources to:

- Hire consultants and DEIB certified staff (or get them trained)
- On-going funding resources to shift to a DEIB based corporate culture
- Development and implementation of a DEIB strategy
- Amendments as to current policies
- Development and implementation of HR and DEIB corporate policies
- DEIB education and training
- Pay Equity for all
- Development of mentorship/coaching and other growth support opportunities, etc.

[Canadian Centre for Diversity and Inclusion](#) has supported spaces, such as hosting various DEIB events, becoming a Canadian Certified Inclusion Professional, running various initiatives, partnerships with inclusive agencies, and other resources like educational and inclusion, reports, and toolkits.

Please check out the many resources listed in Appendix A: Resources, where one can take a deeper dive and share willingly with others throughout the organization.

Step 3: Accountability (Policy)

The success of any program hinges on accountability, ensuring that every leader and employee is accountable for the success of the program is what ensures the program's success. Individual performance objectives should include DEIB objectives. Your organization's DEIB policies should clearly outline the organization's expectations on each employee's commitment, responsibilities and behaviour in the workplace.

Once you have a team set up with the resources they need, it's time to develop the company's Diversity, Equity, Inclusion and Belonging Policy. This can be achieved by working with a third-party organization who can help you set goals and hold you accountable. Whatever stage you're at in developing your DEIB strategy, they'll work with you to create a plan that's both impactful and achievable. Internally, you can find ways to embed DEIB into the business. You can find a list of consultants who advise in DEIB, Reconciliation Inclusion and Leadership in Appendix A. Having a DEIB policy sets the intentions of corporate culture, outlines leadership's commitment, creates accountability for all, and lays the foundation for the development of strategies, goals and objectives for your organization.

Sample Policies and Workplace Standard

Two sample policies and a workplace standard sample document are included that can be adapted for your organization:

- [Employee Commitment to Diversity, Equity, Inclusion and Belonging Policy](#)
- [Gender Equality Policy](#) - The purpose of the **Gender Equality Policy** is to outline an organization's commitment to create a healthy workplace free of any form of discrimination or inequalities based on gender, where every employee is treated fairly and supported in their career to reach their full potential;
- [Remote Working Policy](#) - The **Remote Working Policy** is especially important for women who are the primary caregivers in their family. A clear policy outlining remote working and flexible working schedules can greatly support women in their careers and it is a policy we recommend implementing.

As no organization is the same, each will need a different suite of diversity policies that is tailored to their unique business. As a starting point, here are some policies that provide the foundations for an inclusive workplace and culture:

- Diversity, Equity, Inclusion & Belonging Policy
- Recruitment & Selection Policy
- Flexible Working Policy
- Code of Conduct
- Workplace Violence, Harassment, Violence and Microaggressions Policy and Investigation Procedure
- Dignity at Work / Bullying, Harassment & Discrimination Policy
- Disability & Reasonable Adjustments Policy
- Whistleblowing Policy
- Mental Health, Wellbeing & Menopause Policy
- Work-Life Policy

This is not an exhaustive list and the specific policies your organization needs might differ depending on scale, industry and sector. Once details have been clearly communicated across the organization, the policies should be reviewed, branded and circulated to all employees for their review and signature. The policies should be posted and easily accessible. Through the development of these policies, the business/organization and its leadership ensures everyone is now involved and committed to a DEIB strategy and culture within it. It sets the precedent for commitments to implementing diverse hiring practices, providing training and educational resources for the entirety of the business/organization, creating employee resource groups, investing in employee growth and well-being, auditing the business/organizations internal policies regularly and over the long term, and having inclusive holidays. DEIB requires a multifaceted approach, and it begins with developing accountability to it, through policies that everyone gets behind.

Step 4: Setting DEIB Strategies and Objectives

As a leadership team, you need to review the “Setting Strategy and Objectives” tool and decide on the objectives that your organization will implement. This step is critical to the success of the program. The objectives outlined in the tool, each have a subset of strategies that need to be implemented across the organization.

Every organization is unique with a different culture, leadership style and different set of challenges to address. It’s important to keep in mind that DEIB is an organizational mindset shift (attitudes and behaviours) and has to be ingrained in your workplace culture. Successful programs require leading with an open mind and open communication style to ensure that any issues causing strain to employees are addressed promptly.

Taking a snapshot of where your organization is today and setting realistic objectives that your organization can achieve, is the key to ensuring your program is successful. Ahead of setting strategies and objectives:

- Ensure you have the resources necessary to execute your plan;
- Communicate your ideas with the leadership team and get their feedback and buy-in;
- Set realistic objectives over a period of time, 12-24 months and longer;
- Keep your leadership team accountable for results;
- Take a snapshot of your organization’s statistics ahead of the implementation (total number of employees, total number of women, total number of women from minority groups and 2SLGBTQIA+, women in leadership roles, turnover rates of women, hiring, etc).

Increasing Representation of People of Colour in the Labour Force

In 2016, almost a quarter (22%) of Canada’s labour force were People of Colour, with this demographic expected to make up over a third (36%) of the labour force in 2036 (Martel, 2019).

“The DEIB world is so enormous, and you could do a thousand things. It’s hard to understand where to start and where to focus your efforts. We should be intentional about identifying our biggest gaps. Every company has some problems around DEIB, but we should work on finding where our biggest internal gap is and focusing on that first.”

Head of People Analytics, a large technology company

Organizations need to do more than provide training and courses to employees. They need to think about and approach it in a holistic manner so that it’s built into the way the business is managed, instead of something that’s an afterthought or special. To that end, orgs need to:

- Understand where they currently stand and how they are perceived by their employees. They should know what issues currently exist
- Understand why those issues exist. Orgs need to find out the reasons why they are falling short in those areas
- Identify what they can do to fix them. Orgs should plan their targeted initiatives and interventions in order to get the maximum value and results from their efforts

In the following pages you will find (2) tools that will guide you in setting a DEIB initiative/strategy focused on addressing gender equality in the workplace. **The first tool is a guideline for setting strategies and objectives.** The guideline includes examples of strategies and objectives that can have a major impact on every organization, small or large. These strategies and objectives can be adapted to address your organizational needs. As well, these strategies and objectives can be broken down and prioritized over time to ensure you successfully complete each objective and see measurable changes that impact your organization long-term.

Increase Awareness on DEIB Issues Throughout the Organization

Creating awareness is an important first step in setting DEIB objectives. All employees should learn about the different behaviours that affect women and other equity seeking groups in the workplace and the impacts they have on individuals and the organization as whole. DEIB is often seen as a leadership or HR initiative, but it is every employee's responsibility to learn about it and help shift the workplace culture to be more diverse, equitable and inclusive.

- ⇒ Provide training or webinars that discuss DEIB issues such as biases, prejudices, isolation and behaviours that affect employees in the workplace. Every leader and employee should participate in the training.
- ⇒ Mandatory prevention of harassment and discrimination training for all employees.
- ⇒ Leaders should be encouraged to have both individual and team conversations regarding the importance of DEIB and engage their team in the company's objectives.

Examples of Objectives Your Organization Can Set:

Objective: 100% training on DEIB for all employees and leaders over a 6-month period

Objective: Leaders must schedule 3 meetings per year (2 team meetings, 1 individual) to discuss DEIB goals, progress and any concerns/feedback employees may have.

- [Micropedia of Microaggressions](#): Use this resource to learn about microaggressions and their impact.
- [Cultivating Safe Spaces](#) - Elaine Alec practices & teaches decolonizing and healing within the workplace and in all areas of life. She offers a variety of online training **workshops, seminars, & keynotes**.
- [LGBTQ2+ Workplace Inclusion Training](#) by Pride at Work Canada
- Government of Canada [Gender Based Analysis Course \(GBA+\)](#)

Catalyst's [Building Inclusion For Indigenous Peoples In Canadian Workplaces](#) study found that when leaders create an empowering workplace, are accountable, and demonstrate humility, Indigenous employees feel more psychologically safe.

| EMPOWERMENT | ACCOUNTABILITY | HUMILITY |
|--|---|---|
| <p>Make sure all team members have what they need to succeed and flourish at work and that they can bring their full selves to work by expressing and sharing their culture.</p> <ul style="list-style-type: none"> ● Model your own learning, vulnerabilities, and challenges related to tackling inequalities and moving out of your comfort zone. ● Gather and enact suggestions for creating a more inclusive workplace. ● Move toward a more collective mindset where the team's health and success are everyone's top priority—and giving back to the community is expected. ● Foster opportunities for building respectful, genuine, and trusting relationships among all team members. | <p>Hold all team members responsible for their behaviour, development, and work processes.</p> <ul style="list-style-type: none"> ● Openly discuss how to demonstrate that a wide variety of perspectives, identities, and cultures are valued. ● Set explicit goals for learning, collaboration, and potentially uncomfortable dialogues about colonialism, racism, sexism, and other difficult topics. ● Ask team members and leaders how they interrupt biased behaviours and processes. ● Incorporate accountability to the community, environment, and future generations into all decisions. ● Mistakes; find grace for coworkers to make mistakes and take risks without being penalized. | <p>Challenge yourself to learn more about the historical and current experiences of Indigenous Peoples in Canada.</p> <ul style="list-style-type: none"> ● Practice humble listening by setting aside preconceived notions of how the world works, and truly hear what another person's experience of the world is like. ● Explore Indigenous values. One such example, of many, is the Anishinaabe People's Seven Teachings of love, respect, courage, honesty, humility, wisdom, and truth, which are shared by many Indigenous Peoples across the land. ● Learn from and with team members through conversation—sharing perspectives and challenging one another, not trying to “win.” ● Be willing to admit your own mistakes, find grace for coworkers to make mistakes and take risks without being |

Promote Inclusive Behaviour

Promoting inclusive behaviour begins with the leadership team; the behaviour of the leadership team will set the tone for the entire organization. Words and actions matter. Employees will gauge whether or not to openly share ideas, challenges or opinions based on how they have seen leaders behave and react to situations previously. Promoting inclusivity has to become part of the organization's DNA and it starts with the leadership team.

- ⇒ Leaders should model inclusive behaviour such as welcoming all team members to share their thoughts and opinions, actively listening and respecting the ideas and opinions of all team members.
- ⇒ Treat sensitive information with care and confidentiality when an employee confides in you or reports having any challenges with other team managers or leaders.
- ⇒ Model and promote empathetic communication and inclusivity.
- ⇒ Call out any toxic behaviours and ensure that a zero-tolerance policy for microaggressions, harassment or discrimination is enforced up to and including disciplinary measures or termination of employment.
- ⇒ Connect with employees, showing empathy, considering their needs and wants, creating a safe space where they feel comfortable sharing their thoughts or concerns.
- ⇒ Celebrate events and holidays such as Women in Leadership Day, Chinese New Year, Pride month, National Day for Truth & Reconciliation, Indigenous History Month and Black History Day.
- ⇒ Invite employees to share information about their culture, religion or background.

Examples of Objectives Your Organization Can Set:

Objective: Every leader should have DEIB performance objectives that they are accountable for. See examples below:

- a) Ensure every team member is trained on DEIB.
- b) Communicate DEIB objectives and have touch points throughout the year to discuss progress and/or any challenges.
- c) Create a respectful workplace free from harassment and discrimination.
- d) Reduce turnover of women leaders on their team.
- e) Participate in a mentorship program of women talent.
- f) Promote DEIB.
- g) Champion DEIB Initiatives.

[Education and Inclusion Guides](#) - Education & inclusion suggestions by [CCDI](#)

[Advancing the Conversation on Systemic Racism: Self-Assessment Course](#) by the Government of Canada

[WIL Mentorship Program](#) Award winning virtual mentorship program.

[Speaker Series "Corporate Culture"](#) - This webinar is for leaders who want to learn how they can have a positive impact on their corporate culture.

An [inclusive workplace policy](#) includes guidelines setting out a business's commitment in the following areas:

- Making reasonable efforts to guarantee an employee's dignity, confidentiality, independence, integration, and equal opportunities.
- Communicating with people with disabilities in ways that take their disability into account and providing assistive devices as needed.
- Making people with disabilities and their service animals or support people feel welcome in the workplace.
- Making accommodations as needed and providing accessibility training to staff as needed.
- Establishing a process for receiving and responding to feedback.

Create a Recruitment Strategy to Increase the Hiring of Women Talent

Creating a recruitment strategy is key to attracting and retaining women, especially for leadership roles. Analyzing your organization's numbers and setting hiring objectives is key. These objectives will drive your strategy by helping your recruitment team be more conscious of gender biases and learning to source women in a more targeted way.

- ⇒ Analyze your numbers (i.e. women and other equity seeking groups within your company in proportion to male, women in leadership roles) and set an objective to increase the women within your organization by X over X period of time (the percentage and period of time should be realistic and attainable for your company).
- ⇒ Work with organizations such as Women in Leadership to post roles to increase chances of hiring talented women. Diversify your hiring sources by posting on various platforms.
- ⇒ Build relationships with local universities to help recruit women from diverse cultures and backgrounds.
- ⇒ Train hiring managers on DEIB and the benefits of having a diverse workforce.
- ⇒ Take steps to educate your recruitment team on unconscious bias to improve the interview and selection process.
- ⇒ Include a diverse group of hiring managers in the hiring and selection process.
- ⇒ Re-write job descriptions, job postings and interview questions to include gender-neutral language.

Examples of Objectives Your Organization Can Set:

Objective: Increase the hiring of women talent by X.

Objective: Promote/hire X women into leadership roles.

Objective: Improve our hiring practices educating hiring managers on how to remove unconscious bias and include a minimum of 2 individuals (diverse group) in the hiring and selection process.

[Recruiting and Retaining Young Professionals](#) by CCDI

[Inclusive Hiring - 5 tips on Diversifying your Workforce](#) from the Government of Canada

[Recruit & Retain Staff Inclusively](#) by Tacofino

[Gender Neutral Language](#) from the Government of Canada

[How to Write an Inclusive Job Posting](#) by Hire for Talent

Scotiabank's [ignITe! Gender Diversity](#) program continues to make Scotiabank an attractive career destination for women in technology by focusing on empowering and supporting women's personal and professional growth through programs that build women's skills and enable advocacy. The program focuses on eliminating recruitment bias, supporting gender neutral job descriptions, providing reporting and recruitment transparency, and creating professional development and sponsorship programs. ignITe! partners with other technical companies, academic institutions and research groups to encourage women to join technology companies like Scotiabank. Through various partnerships and in-house development programs, Scotiabank has seen an increase in engagement and the number of women in management through to executive roles.



Create Worker Well-Being Initiatives

Employee wellbeing is a term that describes how a person's job affects their overall health and happiness. When an organisation prioritises wellbeing, their teams are likely happier and experience less stress.

Several factors contribute to an employee's wellbeing and they can include:

- Physical health
- Emotional health
- Spiritual Well being
- Financial health
- Psychological well being
- Social wellbeing

It's important to keep in mind that employee wellbeing touches on all aspects of working life, consequently it has a significant impact on retention, engagement, and business success.

The biggest reward arising from wellbeing initiatives is a healthy and happy workforce. They also bring about exciting results like:

- Improved morale, productivity, and motivation
- Reduced presenteeism
- A strong employee value proposition
- Increased employee loyalty and retention
- Benefits that will attract top talent in your field
- Decreased leave times

Worker well-being initiatives play an important role in implementing DEIB programs by creating open and healthy work environments where women and all employees feel valued and supported. Creating safer spaces where employees, especially women can have open discussions on any issues in the workplace is key. As well, providing flexibility and support to help employees manage stress (workplace related or personal) is key and can help an organization attract and retain female talent.

- ⇒ Prioritize creating a healthy work environment where employees feel valued and respected.
- ⇒ Adequately staff your teams to avoid overburdening employees with having to work long hours on a regular basis.
- ⇒ Implement flexible schedules and work from home if possible to provide employees with flexibility.
- ⇒ Host inclusive social events where employees have a chance to enjoy and get to know each other outside of their work environment. When selecting events and activities, select events that are inclusive and do not limit any individuals or groups from participating (i.e. due to gender, culture, religion, etc...)
- ⇒ Provide a fitness subsidy to encourage employees to participate in physical activities to help manage stress.
- ⇒ Implement mental health days off where employees can take time off to rest, recharge and recover without judgement.
- ⇒ Implement a policy and procedure that clearly outlines the steps an employee can take to report any form of bullying, microaggressions, violence or harassment in the workplace. Ensure that all complaints are handled confidentially to build credibility and trust with employees.

Examples of Objectives Your Organization Can Set:

Objective: Prioritize work-life balance by reducing overtime hours as much as possible.

Objective: Implement flexible work schedules and hybrid working.

Objective: Implement 2 mental health days each year that can be taken at any time.

Objective: \$500 per employee per year fitness subsidy to be used for a gym membership or physical activities.

Objective: Implement Anti-bullying and Harassment policy and procedure to address bullying, microaggressions, harassment and violence in the workplace, including a reporting and investigation process.

How to draft an employee wellbeing strategy for your organization

One way to ensure employee wellbeing is prioritized is through the development of an employee wellbeing strategy which can be continuously developed in order to cultivate a healthy workplace.

The Roadmap To Pursue Gender Equality In The Workplace: Workplace Wellbeing And Safety offers an insightful roadmap in this area and for many other areas of DEIB. A great resource to have in your resource library to use as a building block for your DEIB program.

“Providing supportive working conditions for everyone requires mainstreaming gender into all aspects related to health, safety, wellbeing, and risk management.”

- The Roadmap to Pursue Gender Equality In The Workplace
Workplace Wellbeing And Safety

Employees are valuable assets to every organization and ensuring their great physical and mental health sets them up to perform at their best. The following are some tips on policies and programs to consider to improve worker well-being:

| | | | |
|--|--|---|---|
| <p><i>Flexible Schedules and Hybrid Working:</i> Supporting employees to manage their work and family life. Creating some balance in their lives provides so many positives, which increases stability in the workplace, commitment, and worker well-being.</p> | <p><i>Equitable Policies and Programs:</i> Ensuring fair treatment of all employees, which includes pay equity. Reducing the inequalities, imbalances and inequities provides employees with fairness to support worker well-being.</p> | <p><i>Group Insurance Benefits Coverage:</i> Providing adequate physical, emotional and mental benefits that include counselling. Creating safe spaces for workers to have an outlet to share, be well, supported, guided and space to grow.</p> | <p><i>Work-life Balance:</i> Creating a work environment where long hours are the exception and not the norm to reduce stress and encourage work-life balance. Having work life balance creates so much for employees to thrive.</p> |
| <p><i>Employee Assistance Programs (EAP's):</i> Supporting employees significantly with mental health issues that contribute to stress. These are usually low cost and can be very beneficial to employees, which creates well-being in the work environment, making for a better work force and environment.</p> | <p><i>Health/Fitness Subsidies:</i> Keeping active helps reduce stress which in turns helps employees be more productive at work. Providing a health or fitness subsidy that can be used for a gym membership or other health/fitness related activity, is a perk that is greatly appreciated by employees.</p> | <p><i>Social Activities:</i> Creating opportunities for employees to engage and connect outside of their work contributes to creating a more enjoyable and collaborative work environment.</p> | <p><i>Empathetic Communication Training Program:</i> Begins with the leadership team, to have skills to respond to challenging situations, help support employees and create a healthy work environment.</p> |

Conduct a Pay Equity Assessment to Ensure Equity for Women in the Workplace

Pay equity for women in the workplace remains an issue where women are still paid less for jobs of equal value. Pay equity means two jobs of equal value to their employer should receive equal pay. Women are paid on average one-third less than men for work of equal value. These wage gaps are a source of dissatisfaction for women and they often leave their jobs due to inequity.

- ⇒ There is a Pay Equity Act for federally legislated companies and Pay Equity Acts in each province across Canada which mandate that employers assess their roles internally and pay any increases in compensation. These programs are mandatory and should be completed by an HR consultant specialized in Pay Equity. This program includes identifying the different job classes within the organization, determining whether the job class is predominantly male or female, determining the value of each job class, calculating the compensation for predominantly female jobs and comparing them to their current salary. Once the exercise is complete, the employee must pay any increases to the compensation that is found to be out of equity.
- ⇒ Implement pay scales for each role and hire/promote employees based on the salary ranges for the role and not based on gender.
- ⇒ Create a salary review process that includes a budget for salary increases where there are established guidelines for performance results and percentages allocated for increases matching performance to maintain equity within your organization.
- ⇒ Train leaders and create awareness on wage gaps and prioritize the implementation of a pay equity program.

Examples of Objectives Your Organization Can Set:

Objective: Hire an HR consultant to complete a Pay Equity Program.

Objective: Establish pay scales for each role in the organization to be used for hiring and promoting employees

Objective: Establish a fair performance review process and salary review process that includes established ranges for salary increases based on performance.

Canadian Human Rights Commission offers a [Pay Equity Plan Toolkit](#) designed to help small to medium sized federally regulated organizations create their pay equity plan.

Remedying the Gender Pay Gap

Before tackling pay equity, business leaders need to consider the potential challenges that are inherent at most organizations and difficult to overcome quickly:

- Taking into account performance and experience
- Eliminating management bias
- Eliminating subjectivity

However, gender pay inequity isn't just a compensation issue. It is also a product of these issues:

- Occupational choices
- Unfair assumptions
- Underplayed performance

So, what can employers do to address gender pay?

Executives can begin by gaining a high-level understanding of the state of gender equity at their organizations.

Executives should dig deeper to find out if pay and performance ratings are unbiased for men and women.

Executives need to take steps to correct gender inequity, starting with their processes for hiring and promotion. One idea is to implement the Rooney Rule — for every open manager position, consider “at least one woman and one underrepresented minority” in the slate of candidates.

Create Employee Resource Groups (ERG) to Support Women in the Workplace

Employee resource groups are effective in helping organizations meet DEIB objectives. A well-structured ERG gets women to connect and discuss topics of interest as well as share their experiences in the workplace. The group can assist with DEI initiatives and provide support and mentorship to young female talent. These groups can help women overcome limiting beliefs and challenges hindering them from progressing in their career.

- ⇒ Survey women to gauge whether or not they would be interested in being part of Women of (insert company name) ERG group with the mission of supporting women and DEIB initiatives across the organization.
- ⇒ Promote the ERG via email, intranet, Town Hall meetings, team meetings, virtual meetings, by any means that the organization normally communicates information.
- ⇒ The ERG should be supported by the leadership team – allowing women time to participate in events, providing the space and financial resources to host events (i.e. workshops, guest speakers, coffee and snacks for meetings, etc), recognizing the ERG’s efforts and successes or soliciting feedback on improvements that can be made within the organization.
- ⇒ Ensure there is female leadership representation and participation in the group.
- ⇒ Ensure the group meets regularly and is structured with their time preparing discussion topics in advance, allowing time for discussion and participation from the group, hosting panel discussions, having members share their journey and experiences or hosting workshops.
- ⇒ Monitor attendance at each meeting to ensure there is adequate participation and representation.

Examples of Objectives Your Organization Can Set:

Objective: Implement Women of (insert company name) Employee Resource Group to support women in the workplace.

Objective: Employee Resource Group should meet monthly.

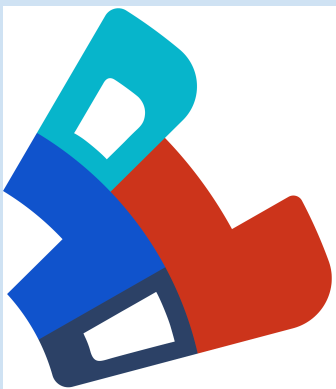
Objective: ERG must share feedback on a quarterly basis on how the company’s DEI program is helping women in the workplace and provide recommendations for improvement as well as report any issues.

A brief list of resources related to a specific topic that you can access while you’re reading. More resources are available in our Appendices and Resources section.

[Forming an Employee Resource Group \(ERG\) - TAP Network EDIB Resource Hub](#)

[Employee Resources Group - CCDI Toolkit](#)

Business Development Bank of Canada ERG’s



ERGs are made up of volunteer employees from across the organization who drive inclusive change and provide insights about the needs of diverse employees and clients. They support local communities and help colleagues feel valued because of their differences, not despite them.

We have six ERG groups at Business Development Bank of Canada, with each focusing on one aspect of diversity:

- Women
- Indigenous people
- Visible minorities
- People with disabilities
- 2SLGBTQIA+ community
- People from the military, including reservists, or veterans

Step 5: Metrics to Measure DEIB Objectives

Once the DEIB strategies and objectives have been set, the next step is to take a snapshot of the metrics in each area and set the timeline to measure progress as listed in the “**Metrics to Measure DEIB Objectives and Keep Your Team Accountable**” tool. This tool should align with each set objective and your team should measure progress regularly and communicate the results (i.e. quarterly, annually).

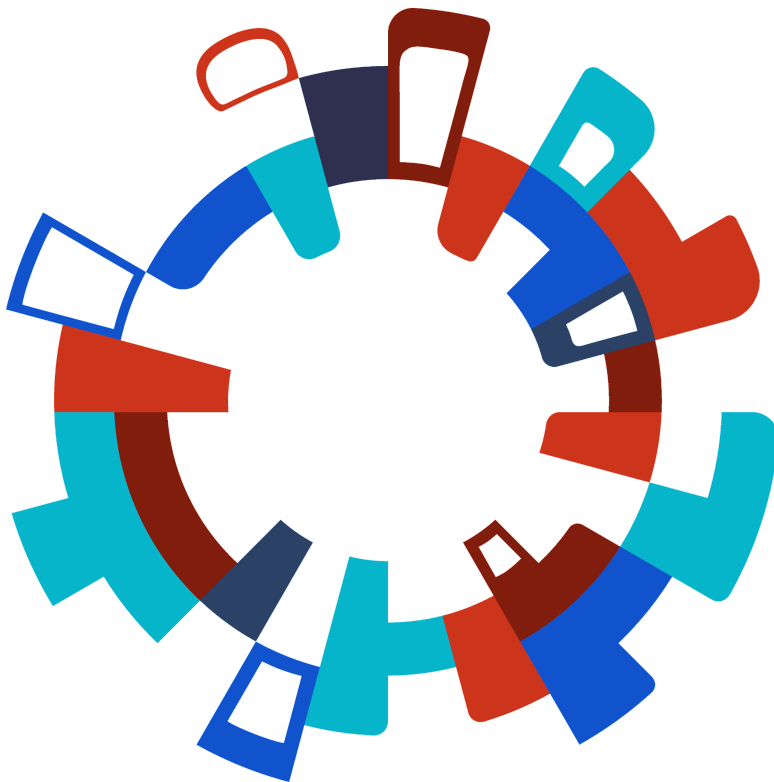
The DEIB Metrics Tool supports the guideline and helps organizations measure results. Any objectives you set should be listed and measured at the end of the set period (minimum 12 months, up to 36 months). The strategies and objectives should be reviewed yearly and adjusted as needed.

Measuring the results should also include obtaining feedback from leaders and employees on the program on a regular basis and re-evaluating what is working and what areas need improvements. An example of this is IBM’s key LeadingPractices includes continuously working on making improvements to the DEI program with their feedback system.

Metrics to Measure DEIB Objectives and Keep Your Team Accountable

| Objective | Total | Percentage | Status | Action Plan |
|--|---|--|---|-------------|
| Training | Total number of employees trained on DEIB | % of employees trained | Objective: (100% of employees trained) Met /In Progress/ Did Not Meet | Action Plan |
| Leadership Meetings on DEIB Awareness and Promotion of Program | Total number of Employees | % of employee meetings completed | Objective: all employees participate in 3 meetings annually (2 team meetings, 1 individual meeting) Met /In Progress/ Did Not Meet | Action Plan |
| Leadership Team DEIB Objectives as part of performance review | Total number of Leaders | % of Leaders who met their DEIB objectives | Objective: DEIB objectives for leaders Met /In Progress/ Did Not Meet | Action Plan |
| Hiring | Total number of open roles to fill in last 12 months | Number of roles filled by women | Objective: Increase the hiring of women to fill open roles by X% Met /In Progress/ Did Not Meet | Action Plan |
| Hiring | Total number of open leadership roles to fill in last 12 months | Number of roles filled by women | Objective: Increase the hiring of women to fill open leadership roles by X% Met /In Progress/ Did Not Meet | Action Plan |
| Hiring | Total number of Women Hired | % of employees | Objective: Hire X number of women Met /In Progress/ Did Not Meet | Action Plan |
| Hiring | Total number of women hired for leadership roles | % of leadership team | Objective: Hire X number of women for leadership roles Met /In Progress/ Did Not Meet | Action Plan |
| Turnover | Total number of women who left the organization | % of employees | Objective: Reduce Turnover of female employees by X% Met /In Progress/ Did Not Meet | Action Plan |
| Turnover | Total number of women in leadership roles who left the organization | % of women in leadership role | Objective: Reduce Turnover of women in leadership roles by X% Met /In Progress/ Did Not Meet | Action Plan |
| | | | | |

| | | | | |
|---|---|--|---|-------------|
| Worker Well-Being: Work From Home Policy and Program Implementation | Total number of employees working from home X days per week | % of women working from home | Objective: Implement WFH Policy and Program Met /In Progress/ Did Not Meet | Action Plan |
| Worker Well-Being: Implementation of X mental health days | Total number of employees | Number of employees who took mental health days | Objective: Implement policy on 2 mental health days per year Met /In Progress/ Did Not Meet | Action Plan |
| Worker Well-Being: Implementation of Zero-Tolerance, Anti-bullying and Harassment Policy | | | Objective: Implement policy on Anti-bullying & harassment Met /In Progress/ Did Not Meet | Action Plan |
| Worker Well-Being: Resolution of Issues/Complaints Related to Bullying & Harassment | Total number of employees | Number of complaints/incidents related to bullying, microaggressions, harassment or violence | Objective: Resolve all issues/complaints Met /In Progress/ Did Not Meet | Action Plan |
| Pay Equity Program | Total number of women with pay inequities | Percentage of women in the organization | Objective: Complete all salary adjustments for pay equity Met /In Progress/ Did Not Meet | Action Plan |
| Employee Resource Group (ERG) | Total number of women in the organization | Total number of women participating in the program | Objective: Implement Women of (insert company name) ERG Program Met /In Progress/ Did Not Meet | Action Plan |



Step 6: Communication

Once your DEIB strategies, objectives and metrics are set, the next step is to communicate the details of the program to all employees. The communication needs to start at the Senior Leadership Team (SLT). The SLT needs to clearly communicate the objectives of the program and how each individual is responsible to ensure the program is a success by learning about DEIB and changing any behaviours that do not align with the program and culture of the organization.

Step 7: Long-Term Results

It's important to keep in mind that it's not one change that will make the difference in any workplace. Instead, it's the mindset, attitudes, behaviours, and consistent actions, over time that will shift your workplace culture. Consistency is key for long-term results. Transforming workplaces is

ongoing work and requires constant leadership engagement. Effective leaders are intentionally curious, listening, engaging, adapting and transforming along the way.

Highlighting WIL Champions and Leading Practices

“IG Wealth made a conscious effort in creating a healthy working environment and workplace culture that fosters a DEI Mindset. When it is ingrained in the culture, a complete shift with the program and implementation of best practices occurred, including how to run inclusive meetings. As an organization, we have demonstrated the collective will to incorporate a DEI lens into the moments that matter most to our people – including who we are hiring, who we are investing in, and who we are promoting. When we do that, we see the positive outcomes of a more diverse and inclusive culture.”

Kimberley Messer, VP, Diversity, Equity & Inclusion at IGM Financial/IG Wealth

The Bridge to Gender Equality Project Team conducted interviews with Canada’s top tier employers to discover leading practices in diversity, equity, and inclusion. We greatly appreciate all the employers who participated and shared their inspirational stories with us.

IG Wealth

IG Wealth has made a conscious effort in creating a healthy working environment and workplace culture that fosters a DEIIB mindset. They have an incredible DEIIB program and shared with us some of their leading practices which include:

1. A Hybrid Working Model that not only addresses the need for a flexible work environment to attract and retain top talent but also includes a methodical approach to which roles qualify for remote working based on the level of interaction with stakeholders and clients, their team’s work patterns, team interactions that balances the teams needs as well as the individuals preferences and work that needs to be done. The model also provides for open communication with guidelines on the individual and manager’s reflections on the hybrid working arrangements.
2. The program is ingrained in IG Wealth’s culture, there was a complete shift with the program and implementation of best practices including how to run inclusive meetings.
3. IG Wealth includes DEI performance objectives for each individual that is tied to a bonus for all levels up to the CEO.
4. IG Wealth proudly hosts events that align with their DEI program.
5. IG Wealth has defined clear strategies and objectives on recruitment and selection of employees from diverse groups, retention and development of diverse talent as well as training and education in diversity.
6. IG Wealth also honours, celebrates and promotes the history and culture of diverse communities by celebrating:
 - Black History Month
 - Trans Day of Visibility
 - Mental Health Awareness Month
 - Pride Month
 - National Indigenous Peoples Day (June 21) and National Indigenous History Month (June)
 - National Day for Truth & Reconciliation
 - International Day of Persons with Disabilities

IBM

“The company consistently seeks to build and grow a more diverse workforce, cultivate flexible environments, honour inclusive culture, and advocate for equity... built into our policies and thus the DNA of the company. Driving systemic change to create opportunity, being an “upstander”, championing intersections of diversity, and accountability at every level.”

- Lindsay Evans (she/her), IBM Global Lead Business Development, Marketplace Diversity

IBM is a DEI Champion. They started working on DEI in the 1990’s to help more women join the tech industry and help advance their career in leadership roles. IBM shared with us their leading practices which include:

1. Continuously work on making improvements to the DEI program with their feedback system;
2. Implementation of tech re-entry and diverse talent programs;
3. Implementing equitable performance metrics for men and women;
4. Providing equal access to internal career opportunities;
5. Providing coaching, mentoring, and sponsorship programs;
6. Enabling career development, learning and education opportunities;
7. Partnerships/memberships with organizations such as Women in Leadership to increase access to opportunities;
8. Working diligently to ensure they foster a culture that enables diverse leadership and employment across every unit of the organization.



BLUEPRINT FOR GENDER EQUALITY LEADERSHIP IN THE CANADIAN PRIVATE SECTOR

The Blueprint is an actionable roadmap designed to support organizations looking to break systemic barriers and improve performance on a number of different gender equality attributes in the workplace. The Maturity Model is a comprehensive self-assessment tool that can guide organizations looking to further advance gender equality in the workplace by providing an assessment of the different attributes described within the Blueprint.

BLUEPRINT

Framework to advance gender equality through leadership, inclusion, and transparency and accountability

MATURITY MODEL

Questionnaire to identify opportunities to help improve gender equality in the workplace

Women in Leadership Foundation's Call to ACTION

Be Part of the Change

Our guide was designed to address these barriers and support organizations to make the changes necessary to advance women's careers in the workplace. For organizational transformation to occur in your workplace, implement as many of the small steps as possible and make a positive difference in diversity, equity, inclusion and belonging.

Actionable Commitments:

1. **Implement these policies and procedures within your organization!**
2. **Be a Bridge to Gender Equality Advocate and Sign the [Transforming the Workplace Pledge!](#)**



3. **Engage in our programming and explore our [Women in Leadership Resources!](#)** Access professional development, mentorship program, and post jobs on our [WIL Career Portal, Leading Talent](#). Our library of resources contains: research reports, Wisdom Stories, Power 5 Interviews, and Podcasts.
4. **Strengthen your community investment** by partnering with Women in Leadership, showcase your women leaders and allies, connect with us, follow us on our social media (LinkedIn: [Women in Leadership Foundation](#), Facebook: [Women in Leadership Foundation](#), Instagram [@WomeninLeadership.ca](#), and support our [Mentorship Program](#).



Transforming the Workplace Pledge

Transforming the Workplace Pledge

At [Company Name], we are committed to fostering an inclusive and equitable workplace, where all employees are valued and respected, and have equal opportunities for growth, promotion, and success. By taking this pledge, we affirm our dedication to promoting and ensuring gender equity within our organizational policies and practices, by committing to the following actions.

We pledge to commit to:

Creating an Inclusive Corporate Culture: We pledge to foster an inclusive work culture that celebrates diversity and values equal rights, responsibilities, and opportunities for all employees. We commit to proactively addressing existing biases and barriers within our organizational processes, and empower employees to bring their authentic selves to work.

Continuous Learning and Improvement in Our Organizational Policies, Practices, and Processes: We acknowledge that achieving gender equity requires ongoing effort and continuous learning within our organizational policies, practices, and processes. We pledge to continuously evaluate and adapt our organizational policies, practices, and processes to ensure all gender equity commitments are being met.

Providing Education and Training: We pledge to provide education and training to our employees on gender equity, unconscious biases, and DEIB. We pledge to equip leaders, managers, and HR departments with the knowledge and skills to address gender-equity related issues effectively within the workplace.

Promoting Equal, Accessible Opportunities: We pledge to provide fair and equitable access to career advancement, professional development, and leadership opportunities for all employees. We pledge to implement transparent and unbiased recruitment and promotion processes.

Addressing Harassment and Discrimination: We pledge to uphold and maintain a safe and respectful workplace for all employees, with a zero tolerance policy for any form of bullying, microaggressions, violence, discrimination, or harassment within the workplace. We commit to establishing clear reporting mechanisms which ensure that complaints are handled promptly and confidentially.

Supporting Work-Life Balance: We pledge to foster a supportive workplace that recognizes and accommodates the diverse needs and responsibilities of all employees by supporting and implementing employee wellbeing initiatives such as flexible and hybrid work environments and mental health and wellness supports and programs.

Accountability and Transparent Reporting: We pledge to be transparent about our progress in gender equity and set measurable goals and targets to track progress. We commit to regularly assess, monitor, and report our metrics to identify areas for improvement. We commit to publicly stating that we are committed to promoting and ensuring gender equity within our organization through signing this pledge.



By taking this pledge, [Company Name] demonstrates our commitment to fostering an inclusive workplace that embraces and ensures diversity, inclusivity, and equity for all employees.

Our [Company Name], status regarding gender equity organizational policies, practices, and processes: (e.g. No existing Gender Equity policies and practices, in need of updating working policies & practices)

Identify three gaps in your organizational policies and practices:

- 1)

- 2)

- 3)

Identify 3 goals to address these gaps. (Be specific in these goals):

- 1)

- 2)

- 3)

In 3 months, where do you plan to be? How are you going to do it?



Appendix A:

Please click on this link to access the Sample Interview Questions document: [Sample Interview Questions](#)

Additional Resources

In each of these sections, you will find recommended resource links, books, podcasts, videos, etc. Please click on the link to access the pop out document to read and access these resources.

| | | | | |
|--------------------------------|--------------------------------------|---------------------------------------|--------------------------------------|---|
| DEIB Resources | Indigenous Resources | Anti Racism Resources | 2SLGBTQIA+ Resources | Women in Leadership Resources |
|--------------------------------|--------------------------------------|---------------------------------------|--------------------------------------|---|

Consultants & Trainers

Please find some leadership specialists and consultants to support your DEIB journey. These consultants can support you with such things as Diversity, Equity, Belonging and Inclusion Training, Reconciliation Facilitation, Public speaking, Needs Assessment, Intercultural Development Inventory (IDI), Career Development Courses, Respectful Workplace, Workplace Harassment Investigation, Conflict Resolution and Coaching post investigation and team development.

| | | |
|--|---|---|
| <p>Candy Khan, Owner - Canden Consulting (https://candenconsulting.ca/) Strategic Advisor in Equity, Diversity, and Inclusion (EDI). Leadership coach, Qualified Intercultural Development Administrator, Career Coach, Certified Change Management practitioner, Keynote and Best selling author. candy@candenconsulting.ca</p> | <p>Kristy Ware - Coaching & Consulting 2SLGBTQI+ Inclusion, Workshop Facilitation & Keynotes, In-person and Virtual Delivery. Kristy@kristyware.com</p> | <p>Betty Mutwiri - BM Leadership Coaching & Consulting Inc. Executive, Leadership and Team Coach, Coaching Skills Trainer, EDIB Strategy Development and Workshop Facilitator & Certified Change Management Practitioner.</p> |
| <p>Dr. Susan E. Murray - Clearpath Leadership Executive, Team and Leadership Coach, Strategy Development, Keynote, Presentations, facilitation. susan@susan-e-murray.com</p> | <p>Jessica Vandenberghe - Guiding Star Consulting Indigenous Community Consultant, Keynote, Presentations, EDI for Professional Engineers. Jessica.vandenberghe.canada@gmail.com</p> | <p>Denise Young MAct - Tiger's Eye Advisory Group Ltd. EDI/Communications Trainer, Facilitation & Keynote, Presenter that empowers individuals to create more inclusive spaces through simple conversation models. deniseyoung@tigerseye.ca</p> |
| <p>Linda Mota - Topanga HR Consulting and Coaching HR Consultant and Leadership Coach. linda@topangahr.com</p> | <p>Sxwpilemaat Siyam/ Chief Leanne Joe - Siyam Consulting Step into the River: An Economic Reconciliation Framework and consulting services focused on Economic Reconciliation. hello@siyamconsulting.com</p> | <p>Women in Leadership Foundation continues to feature and showcase diverse leadership specialists and consultants across our WIL platforms.</p> |

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