

# Equity, Diversity and Inclusion Content for Future Ready



The Diversity Institute undertakes research on diversity in the workplace to improve practices in organizations. We work with organizations to develop customized strategies, programming, and resources to promote new, interdisciplinary knowledge and practice about diversity with respect to gender, race/ethnicity, Indigenous Peoples, abilities, and sexual orientation. Using an ecological model of change, our action-oriented, evidence-based approach drives social innovation across sectors.



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# Introduction

Canada's manufacturing sector has traditionally been a great source of economic growth and innovation for the nation and continues to be an important part of the Canadian economy: manufacturers generate 9.5% of Canadian real GDP.<sup>1</sup> Recognizing the importance of the manufacturing sector, the Government of Canada has invested in the manufacturing sector through the Global Innovation Clusters initiative,<sup>2</sup> which is designed to strengthen innovation, promote investment and innovation, and spur on collaboration in five promising sectors. The investment will create job growth in diverse talent pools and economic development.

However, the manufacturing sector is facing barriers to growth in the form of labour shortages and skills gaps. According to Canadian Manufacturers & Exporters (CME)'s *CME 2022 Labour and Skills Survey*, these labour and skills shortages have led to economic losses of \$12.6 billion for the manufacturing sector, both due to lost sales and late penalties, and due to "delayed or cancelled capital projects" (p.12).<sup>3</sup> Without action, the labour and skills shortages will continue to worsen with an aging workforce. As of 2023, over a quarter of the Canadian manufacturing workforce was aged 55 years or older, while less than 9% of workers were younger than 25 years of age.<sup>4</sup> However, at the same time, there is evidence that there is already an available labour pool that is not being accessed. Diverse, equity-deserving workers are unemployed or underemployed in the current labour market.

"Canada's manufacturing sector is growing fast and it needs more workers to help meet the demands of the labour market. Employers need a diverse pool of Canadian job seekers to fill critical gaps in the manufacturing sector. With the Sectoral Workforce Solutions Program, the federal government is supporting projects that help more workers to get good jobs and strengthen our workforce."

The Honourable Carla Qualtrough, Minister of Employment, Workforce Development and Disability Inclusion<sup>5</sup>

The "Equity, Diversity and Inclusion Content for Future Ready" project between Next Generation Manufacturing Canada (NGen) and the Diversity Institute is intended to bridge the current skills gaps while ameliorating the current inequities in the labour market by advancing diversity, inclusion, and equity in the manufacturing sector and in manufacturing organizations. Despite the availability of labour, manufacturers are unable to fill in their labour shortages. The problem is exacerbated particularly those who are small and medium enterprises (SMEs) without significant human resources (HR) capacity for initiating and implementing diversity and inclusion initiatives.<sup>6</sup>

We hope to advance discussions among manufacturers, particularly those who are SMEs, and advance practice on equity, diversity, and inclusion in organizations through the report by sharing best practices. The report will commence the discussion with a definition of key terms. The definitions will follow with a case for diversity and inclusion and then a research overview of the current gaps in the labour market for diverse groups. Afterwards, the report will offer recommendations and best practices to bridge the gaps to contribute to the creation of an inclusive manufacturing sector and by extension, an inclusive economy.

# Who is NGen?

Next Generation Manufacturing Canada (NGen) is one of Canada's five Global Innovation Clusters and aims to advance digital transformation in advanced manufacturing for economic growth, job growth, and to improve the lives of Canadians. In conformity with the goals of the Global Innovation Clusters, NGen has a critical role to play for advancing diversity and inclusion in Canada's economy moving forward.

NGen has recognized the lack of diversity and inclusion as a problem in the manufacturing ecosystem and has shaped its programs and initiatives to benefit both diverse, equity-deserving Canadians and to address skills needs for manufacturers. For example, when making funding decisions in its industry-led projects, NGen has a requirement for projects to encourage equity-deserving groups in the workforce. Additionally, NGen is looking to support skills development in Indigenous youth and has 567 Indigenous students in financial literacy and manufacturing entrepreneurship courses.<sup>7</sup> NGen also provides in-kind supports to ecosystem initiatives that improve labour market outcomes for under-represented groups: initiatives include Women in Engineering Women in AI, See It Be It STEM It, and the Black North Initiative. NGen is focused on continued advancement and growth: it is working with the Diversity Institute, a leading research institute on diversity and inclusion, to identify EDI best practices for manufacturers.<sup>8</sup>

NGen is also focused on integrating diversity and inclusion into its own operations as a role model for other organizations in the sector. NGen is an original signatory of the 50 - 30 Challenge, which looks to create a diverse senior leadership team. Additionally, NGen is reviewing its operations to eliminate unconscious bias in areas like human resources, program development, and more.<sup>9</sup>

NGen's focus on diversity and inclusion is extended into one of its programs: the Future Ready Program.

## Future Ready Program

The Future Ready Program was initiated to transform the manufacturing workforce by providing upskilling and learning opportunities for manufacturing company leadership and workers. It consists of the Training and Learning Programs (TLP) and the Advanced Manufacturing Upskilling Programs (AMPUP), which covers a variety of important topics, ranging from strategic planning, people-centric leadership, change management to digital skills and technical skills.<sup>10</sup>

While doing so, the Future Ready Program is committed to diversity and inclusion and "recognizes and prioritizes Equity, Diversity, and Inclusion (EDI) as a fundamental framework for creating a future that is fair, welcoming, and inclusive to people of all genders, races, sexual orientations, gender expressions, faiths, and socio-economic statuses."<sup>11</sup> A strong diversity and inclusion lens is embedded into the program. It aims to develop and validate approaches to onboarding new workers to manufacturing, particularly representatives of equity-deserving communities, including newcomers. It looks to validate methodologies by which companies can identify the critical skills gaps within their workforce which must be closed to maintain competitiveness and provide opportunities to close those gaps. Additionally, it assesses competencies of manufacturing employees across sectors concerning new and emerging technologies and identifies where critical competencies currently reside within Canadian manufacturing.<sup>12</sup>

What this means in practice are four key, high-level objectives:<sup>13</sup>

**1. Integrate new workers:** focus primarily on newcomers and equity-deserving groups, who may have been overlooked by the manufacturing sector.

Grants for 300 manufacturers and 1,000 existing employees

Focus on 700 new manufacturing employees, with at least 50% coming from equity-deserving groups including newcomers

**2. Upskilling for Success:** Use TLP and AMPUP program to train workers and employers for novel technologies in manufacturing.

**3. Skills Gap Analysis:** Find critical skills gaps in the Canadian manufacturing sector to compete globally.

**4. Developing New Tools:** create innovative new tools and add them to learning platform to empower workers and employers.

So far, the Future Ready Program has made some headway into its objectives. There are 69 companies enrolled in the TLP, with 44 companies having completed the program. 283 manufacturing workers have attended one of the six live TLP classes. Additionally, there have been 1,572 assessments to date by 183 participating users, and there are 571 job placements, surpassing the initial goal of 500 placements.<sup>14</sup>

## Defining Diversity, Equity, and Inclusion

“Diversity is being invited to the party; inclusion is being asked to dance.” – Verna Myers<sup>15</sup>

The terms diversity, equity, and inclusion are used throughout the report. We define these terms in this section. Diversity refers to differences in identity, which can vary based on a number of categories including race, Indigeneity, place of origin, religion, immigrant or newcomer status, ethnic origin, ability, sex, sexual orientation, gender identity, gender expression and age.<sup>16</sup> In the Canadian context, Canada’s Employment Equity Act (1986) identifies particular designated groups: women, “visible minorities”, “Aboriginal” people, and persons with disabilities. While it is necessary to address representation of these groups for legal compliance in certain cases (e.g., Bill C-25), organizations who are progressive-minded extend their efforts to other marginalized groups as well. Throughout the report, we refer to “racialized” and “racialized people” instead of “visible minority” to stay consistent with recommendations from the Ontario Human Rights Commission.<sup>17</sup> Additionally, we use the term Indigenous peoples to refer to First Nations, Métis or Inuit communities,<sup>18</sup> which is in line with evolving convention.<sup>19</sup>

Equality and equity are sometimes used interchangeably, but are different concepts. Equality was the focus of early civil rights movements and focuses on treating everyone the same and ensuring access to housing, services and employment regardless of demographic differences.<sup>20</sup> However, equity goes further and recognizes that the framework of equality is inadequate: groups who have experienced historic disadvantages and discriminations may need additional supports.<sup>21</sup>

Finally, inclusion refers to ensuring that all individuals have a sense of belonging, are valued and respected for their contributions and supported, regardless of their identity, so that diverse individuals are included in an organization.<sup>22</sup>

Alongside these key definitions is another important concept to tackle: intersectionality. Intersectionality is the overlapping or intersection of different dimensions of diversity.<sup>23</sup> Viewing diversity and inclusion through an intersectional lens helps us recognize that people in the intersection of different dimensions of diversity have different experiences and face barriers. For example, a Black women will face unique challenges related to gender and race, when compared to any one of the following groups taken individually: Black people and women. Intersectionality manifests in barriers, particularly in the workforce.<sup>24</sup>

## Case for Diversity and Inclusion

In addition to the moral case for diversity and inclusion, there is also the “business case” for diversity and inclusion in organizations. Research demonstrates that advancing diversity and inclusion in organizations lead to positive organizational outcomes and organizations across sectors are recognizing the importance of diversity in strategy.

Representation of equity-deserving groups is connected to financial outcomes and organizational efficiency.<sup>25,26</sup> According to McKinsey & Company, organizations that have diverse leadership have 30% improved profitability in comparison to other organizations in their industry, and greater financial returns are associated with increased levels of representation.<sup>27</sup> A diverse leadership team also encourages career advancement of equity-deserving groups by serving as positive role models, mentors, and leaders.<sup>28</sup>

Diversity and inclusion are important for access to talent and bridging skills gaps.<sup>29</sup> Research has suggested that diversity in organizations leads to employee satisfaction and is correlated to employee retention, performance, productivity, and loyalty,<sup>30,31,32,33,34</sup> which eliminates costs related to employee turnover. A Catalyst survey of 734 racialized people reveals that 40% of racialized women reported being “on guard” against bias in the workplace, and across race, ethnicity, and gender, those who experience higher levels of being on guard were more likely (60%) to consider leaving their jobs than those with lower levels (31%).<sup>35</sup>

In Canada, the population is projected to be increasingly diverse. In the working-age population, the racialized population is projected to reach between 42.1% and 47.3% in 2041, which marks an increase from 23.3% in 2016.<sup>36</sup> The Indigenous population is younger than the non-Indigenous population, and has grown more rapidly (9.4%) than the non-Indigenous population (5.3%) between 2016 to 2021.<sup>37</sup> As for persons with disabilities, in 2022, 27% of the Canadian population has one or more disabilities limiting them in their daily activities, which marks an increase from 22% of the Canadian population in 2017.<sup>38</sup> As Canadian demographics change, organizations with a diverse workforce are better able to respond to and understand the wants and needs of increasingly diverse customer markets.<sup>39</sup>

There are growing reputational and legal risks for organizations that do not include diversity and inclusion considerations in their operations. On the side of legislation, Bill C-25 has made federally incorporated companies accountable for improving representation of Employment Equity Act groups on boards and in leadership positions.<sup>40</sup> In terms of reputational risks, there are a large number of examples of organizations that face damage to their brand due to their demonstrated lack of diversity and inclusion practices. Younger consumers in particular are making purchasing decisions based on their social values.<sup>41</sup>



# Current Labour Market Outcomes for Diverse Groups

Research demonstrates that diverse and/or equity-deserving individuals experience discrimination and asymmetric outcomes in the labour market. Immigrants make up a substantial number of the core-age labour force (men and women aged 25 to 54), consisting of 34.2% of the labour force in Ontario, 33.1% in British Columbia, and, in multicultural cities like Toronto, 51.9% of the core-age labour force.<sup>42</sup>

Despite being a large percentage of the labour force, immigrants face barriers to the labour market. There are barriers associated with credential recognition: over a quarter (25.8%) of immigrants with foreign degrees were overqualified, as opposed to 10.6% of those Canadian-born with a degree, and 11.8% of immigrants with a Canadian degree.<sup>43</sup> There are also biases and discrimination that affect labour market outcomes. For example, research shows that employers respond to resumes differently based on the applicant's name. An individual with an "Asian" name like "Samir" is interviewed 30% less often than someone with an Anglo-Canadian name like "Greg Johnson," despite equivalent Canadian education and experience. For Asian-named applicants with foreign qualifications, the selection rate is 45-60% lower compared to Anglo-named applicants. Discrimination is twice as frequent in smaller organizations but remains in large ones.<sup>44,45</sup>

Persons living with disabilities have worse labour market outcomes than those without disabilities. In terms of employment, those aged 16 to 64 with disabilities were employed at a rate of 65.1%, in comparison to 80.1% of those in the same age range without disabilities. Additionally, persons with disabilities with more severe disabilities have lower employment rates, with employment rates of 50.4% for those with a severe disability, and employment rates of 26.8% for those with very severe disabilities. Research also shows that persons with disabilities are more likely to work part-time and have lower wages.<sup>46</sup>

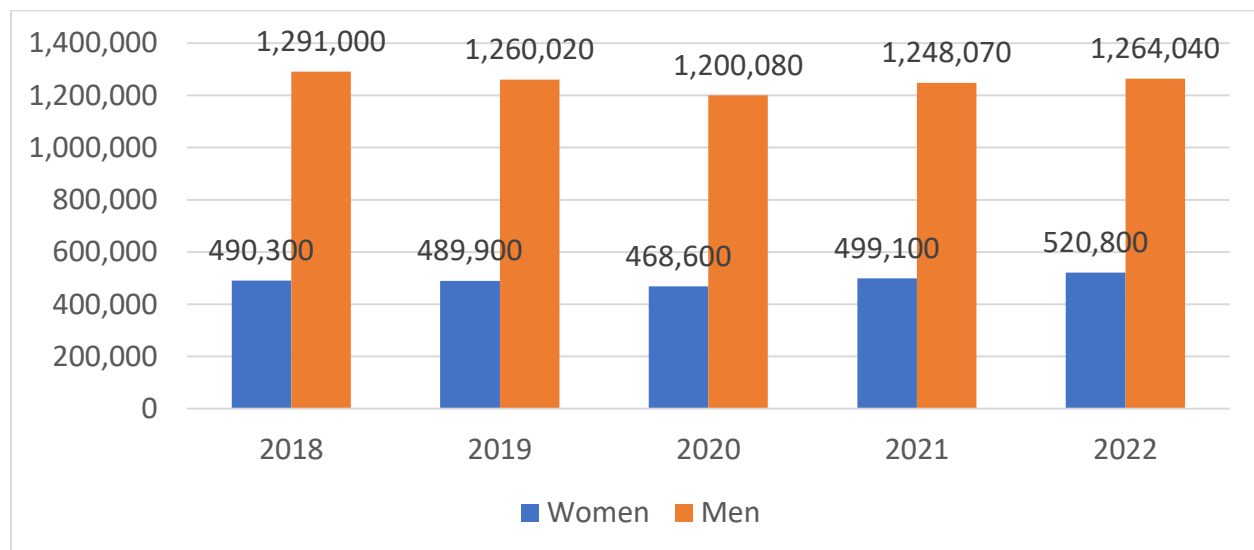
Indigenous peoples generally experience lower labour participation rates, employment rates, and have a higher unemployment rate in comparison to non-Indigenous people, with some disparity based on the Indigenous group and level of education.<sup>47</sup> Indigenous peoples also receive lower individual incomes in comparison to non-Indigenous peoples, and are more likely to live in a "low-income situation" in comparison to non-Indigenous people. While there are some variations based on the Indigenous group, all Indigenous groups experience lower incomes and are more likely to live in a low-income situation in comparison to non-Indigenous people.<sup>48</sup>

Finally, Canadian women confront inequities in the labour market. Women face a gender wage gap, with Canadian-born women facing a 9.2% wage gap in comparison to Canadian-born men,<sup>49</sup> while continuing to do a greater share of unpaid housework.<sup>50</sup> Women are also underrepresented in leadership positions and in Board positions across Canada in various sectors.<sup>51</sup> An intersectional lens can be applied to better understand workplace dynamics. For example, non-racialized women outnumber racialized women on corporate boards 12:1 in Toronto.<sup>52</sup>

## Manufacturing Sector

The manufacturing sector in Canada is facing labour shortages that have affected manufacturers in Canada negatively. Most important factors limiting sales and production: 36% of manufacturers say that there is a shortage of skilled labour and 26% of manufacturers say there is a shortage of unskilled labour.<sup>53</sup> Labour shortages have resulted in lost sales, delayed capital projects, and late penalties totalling nearly \$13 billion for the sector.<sup>54</sup>

Despite the labour shortages, data shows that equity-deserving groups face barriers in the labour market in the manufacturing sector. The manufacturing sector is dominated by men, who are employed at rates twice as high in comparison to women.



Source: Statistics Canada. Table 14-10-0023-01. Labour force characteristics by industry, annual (x 1,000). DOI: <https://doi.org/10.25318/1410002301-eng>

Inequities in terms of employment is accompanied with unequal outcomes for women. There is a non-inclusive workplace culture, where 28% of women have quit a manufacturing job because of sexism/discrimination, and a lack of flexibility, with 26% of women are unable to meet family obligations without damaging their career. A pay gap exists in the manufacturing sector: women earn 76 cents on the dollar in comparison to men.<sup>55</sup> Promotion opportunities are limited for women in the manufacturing sector as well. According to a survey by Canadian Manufacturers & Exporters, 37% of women see a promotion bias for men and 38% of women have quit due to a lack of promotion and advancement opportunities.<sup>56</sup> The promotion bias is also evident in the leadership. The manufacturing sector in Canada had 13% of women directors in 2019 in Canada, and one in 5 corporate boards in the manufacturing sector have at least 30% director positions held by women in 2019 in Canada.<sup>57</sup> Women are not only under-represented within workplaces, but are also under-represented as entrepreneurs in the manufacturing sector. Despite forming around 50% of the Canadian population, there are only 15.4% majority women-owned advanced manufacturing SMEs and 9.5% majority women-owned manufacturing SMEs.<sup>58</sup>

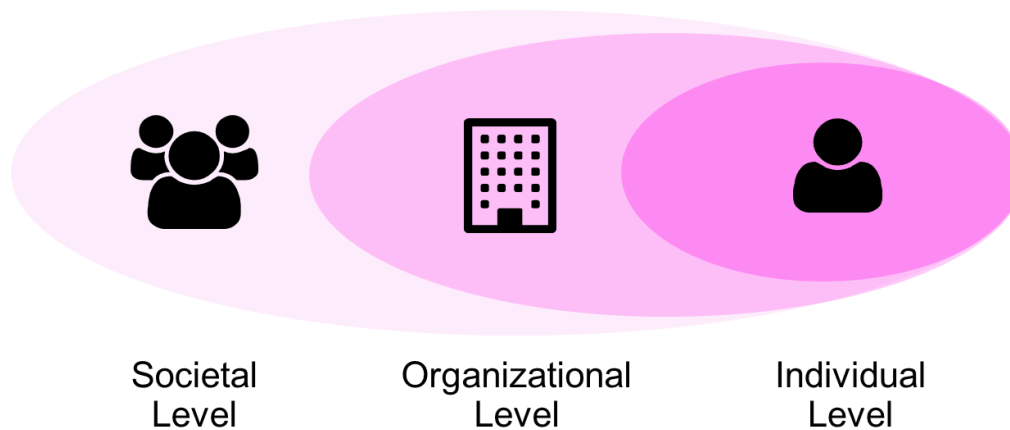
While not as much data is available, one can take an intersectionality lens to better understand the workplace experiences of other equity-deserving peoples at the intersections of multiple identities. For the pay gap, university-educated racialized women and racialized men earn less than non-racialized men

with no post-secondary education—\$18,000 less for racialized women.<sup>59</sup> In terms of leadership positions and promotional opportunities, racialized women are 10.1% of the manufacturing workforce, but account for 4.6% of management occupations.<sup>60</sup>

The data shows that labour shortages are affecting manufacturers in Canada negatively, but there are numerous existing opportunities for firms in the manufacturing sector to bridge current skills gaps by advancing diversity and inclusion throughout the sector, attracting new talent pipelines.

## The Way Forward

There are no simple solutions to creating a diverse and inclusive manufacturing sector. A comprehensive process to solve the problem needs to take into consideration the factors at multiple levels, namely, the societal, organizational, and individual levels. The Diversity Institute uses the Critical Ecological Model to identify, analyze, and remove the barriers that currently exist in ecosystem. Using the critical ecological model, we can recognize that actions at only one level are insufficient. A comprehensive approach is necessary for a durable transformation.



### Societal Level

On the societal level, there are a large number of factors that spur on diversity inclusion. The government can exert its influence through regulation and legislation. Legislation like the Employment Equity Act and the Accessibility for Ontarians with Disabilities Act (AODA) have led to tremendous benefits for the equity-deserving populations. Government policies are also an important lever for change: childcare policies have allowed more families to pursue a healthier work-life balance, with benefits particularly for women.

Voluntary codes, whether initiated by the government or the private sector, are responsible for coalescing support around diversity and inclusion. Initiatives like the 50-30 Challenge and the Black North Initiative have encouraged organizational leaders to commit to advancing diversity and inclusion throughout their organizations, including at the leadership level.

The societal level also includes media discourses and culture more broadly, which shapes the public's perception and behaviour towards individuals, leading to negative stereotyping and micro-aggressions in

the workplace. Large organizations can influence public perceptions with communications and advertising campaigns. They can challenge the status quo by supporting a diverse Board of Directors and leadership team and by spotlighting diverse leaders within the organization.

## Organizational Level

Organizations have a large amount of influence in creating and removing the barriers faced by equity-deserving people. Some of the barriers have been explored above: organizational HR practices determine who is recruited, selected, promoted, and who is ultimately terminated. Organizations establish their practices and processes through policies, which can be modified to create inclusive workplaces. Additionally, organizational influence is not limited to within the organization. Through partnerships, charitable activities, and government relations, organizations can create a more inclusive society.

The Diversity Institute uses the Diversity Assessment Tool (DAT) as a comprehensive way to transform organizations and help them advance diversity and inclusion. It consists of six categories, with diversity and inclusion strategies for each:

**Governance, Leadership, and Strategy:** Make sure that leadership is diverse to send a signal about who belongs. Diverse leadership and decision-making groups lead to diverse perspectives in organizational strategy and decision-making. In addition, the “tone at the top” matters; leaders send a signal about the importance of diversity and inclusion to the rest of the organization for an inclusive culture.

**Human Resource Processes:** Human resource practices need to be evaluated with a diversity and inclusion lens to ensure that recruitment, selection, promotion, retention, and termination practices and processes are free of biases and equitable.

**Values and Culture:** Organizations can create and recreate policy documents to formalize diversity and inclusion practices. An inclusive organizational culture can be created by supporting employees with work-life balance through flexible working arrangements.

**Measurement and Tracking of Equity, Diversity and Inclusion:** Organizations need to track and measure the implementation of diversity and inclusion practices to ensure that there is improvement. Organizations can track and measure employee engagement, pay, and workforce representation.

**Diversity across the Value Chain:** Organizations can consider diversity and inclusion across the value chain, which tracks how inputs turn into outputs through basic processes like procurement, operations, research and development, product and program design, marketing and communications.

**Outreach and Expanding the Pool:** Organizations can interact with the ecosystem to address inequities through partnerships, outreach, education and training programs, and other similar strategies.

## Individual Level

The factors on the organizational level and the societal level create barriers to social equity. However, it is important to recognize individual agency as well. Individuals are the ones who ultimately feel and internalize the barriers in the organizational and societal level, which can come across through media

stereotypes, micro-aggressions, and more. They can be encouraged to overcome obstacles to their desired career goals. Leaders from equity-deserving groups who break through the barriers can serve as role models to inspire the next generation of diverse workers. On the societal level, skills training and investments in education can lead to higher levels of personal efficacy. Organizations can provide mentorship, coaching, and access to networks to give equity-deserving groups the support they need. We as individuals can also be allies, mentors, and sponsors.

# Recommendations

## Governance, Leadership, and Strategy

Board of Directors team and executive teams set the agenda for the rest of the organization. A diverse Board of Directors and leadership team sets an example for the rest of the organization. Organizations can create a board diversity strategy to lay out the organization's approach for creating a diverse Board of Directors team and then formalize the strategy through a Board Diversity Policy. Documents like a skills matrix also help in this endeavour by outlining the skills required on a Board of Directors, reducing unconscious biases in the search for Board members. Organizations can join voluntary initiatives like the 50-30 Challenge and the Black North Initiative to publicly demonstrate their commitment and to receive useful supports.

Leaders "set the tone" and can promote an inclusive culture by committing to diversity and inclusion. This can be done through their communications and by integrating diversity and inclusion into leaders' responsibilities. Progressive-minded organizations can even formalize a leadership role devoted to diversity and inclusion: some organizations, for example, have the Chief Diversity Officer or Chief Inclusion Officer role, who is responsible for leading and integrating the diversity and inclusion initiatives into the organization. Other organizations choose to create a diversity and inclusion committee with both leaders and employees who plan and lead the diversity and inclusion initiatives.

Leadership can not only commit to diversity and inclusion, but also advance diversity and inclusion by making it a key part of the organization's strategy, and by reinforcing diversity and inclusion in the organization's mission, vision, and organizational goals. This ensures that diversity and inclusion is an organizational priority, and not something that is just good to have.

To supplement their commitment to diversity and inclusion, organizations can articulate a "case" for diversity and inclusion. Similar to the "case" articulated at the beginning of the report, leaders can get organizational buy-in by showing the research around the benefits of diversity and inclusion for the organization. This will help to convince those uncomfortable with these changes, who may think of diversity and inclusion in negative terms, as a "cost."

## Human Resource Processes

Human resource processes encompass a large number of functions ranging from job design, recruitment, selection, promotion, retention, to separation. Manufacturer can use a diversity and inclusion lens at each step of the process to ensure equitable treatment of potential and current employees.

Prior to anything, manufacturers need to think about job design. This includes the requirements of the position, the skills and qualifications, and the language in the job description. Certain requirements, skills, and qualifications are not completely necessary to demonstrate competence in a job, and could serve as a barrier. Educational credentials like a university degree are often listed as necessary in a growing number of jobs, even when not technical competence is not needed, and can be a barrier for workers coming from communities underrepresented in higher education. It is important to consider the type of language used in the job description. Organizations can review their job postings for inclusive language, encouraging members of equity-deserving groups to apply, and explicitly communicate their willingness to make accommodations, if they do so, with a statement of reasonable accommodation.

Recruitment is a crucial to evaluate for diversity and inclusion, so that manufacturers can attract equity-deserving people. There are a large number of ways to recruit more equity-deserving people. Some organizations engage underrepresented communities, designing internships and special programs. Other organizations partner with search firms and relevant non-profit organizations to help mediate between themselves and communities. Others yet train their recruiters on diversity and inclusion in recruitment to reach out to more qualified diverse individuals. While any of these individual initiatives will help, organizations should also think about articulating their plans explicitly in a recruitment strategy.

After recruiting for diverse applicants, organizations need to think about improving their selection processes. Selection processes can be prone to various forms of unconscious biases that prevent selection committees from evaluating applicants accurately, particularly during the interview process. To remove these biases, organizations can train the selection committee on a variety of topics, ranging unconscious bias training to training for assessing resumes from newcomer Canadians. An additional measure to mitigate biases is to aim for a diverse selection committee.

Once diverse employees are hired into the organization, there needs to be a strategy to retain, promote, and to help them flourish in their roles. General diversity and inclusion training and unconscious bias training will advance the organization's baseline competence on the subject, helping to create an inclusive culture. Employees should be encouraged to pursue lifelong learning and professional growth. Organizations can do so by offering training on relevant topics. Some organizations go further and offer tuition rebates. There are also other ways to encourage professional development for employees. Mentorship programs are one way to connect diverse employees with employees at a more senior level. Special programs for high-performing employees, such as leadership programs, can give them the training diverse employees need to enter into leadership positions and thrive in the organization.

Finally, termination marks the end of the employee lifecycle and is an important part of the human resources process. Organizations can use termination as an opportunity to learn from employees' experiences to ameliorate the employee experience. Asking questions related to diversity and inclusion may reveal aspects of the organizational culture that escaped notice. Additionally, tracking diversity in employee termination may alert the organization to some problems with organizational culture if, for example, employees of a particular identity group are leaving more than the average.

## Values and Culture

Manufacturers can formalize expectations on organizational values and culture through various policies, like a Code of Conduct, a Workplace Harassment Policy, a Diversity and Inclusion Policy, a Workplace Safety Policy, and an Accessibility Policy. These policies will not only mainstream expectations, but also provide valuable guidelines and standards for behaviour to employees.

There are other measures that organizations can adopt for a positive and inclusive organizational culture. Organizations can support employees and help them manage a healthy work-life balance with family friendly workplace benefits and by offering flexible working arrangements. Further codifying these benefits into a policy formalizes these arrangements. There are a host of other benefits that can support employees, like mental health benefits and virtual working arrangements.

In addition, there are multiple strategies that manufacturers can adopt to promote inclusive workplace cultures for diverse employees. One common strategy is encouraging employee resource groups, which are voluntary groups that diverse employees can create to advance inclusion in the organization. Another strategy is celebrating heritage months for diverse people, and ensuring that diverse employees have a voice in events and celebrations held by the organization.

## Measurement and Tracking of Equity, Diversity and Inclusion

As management scholar Peter Drucker once remarked, “what gets measured gets managed.” Organizations need to measure and track the diversity and inclusion initiatives to ensure proper implementation.

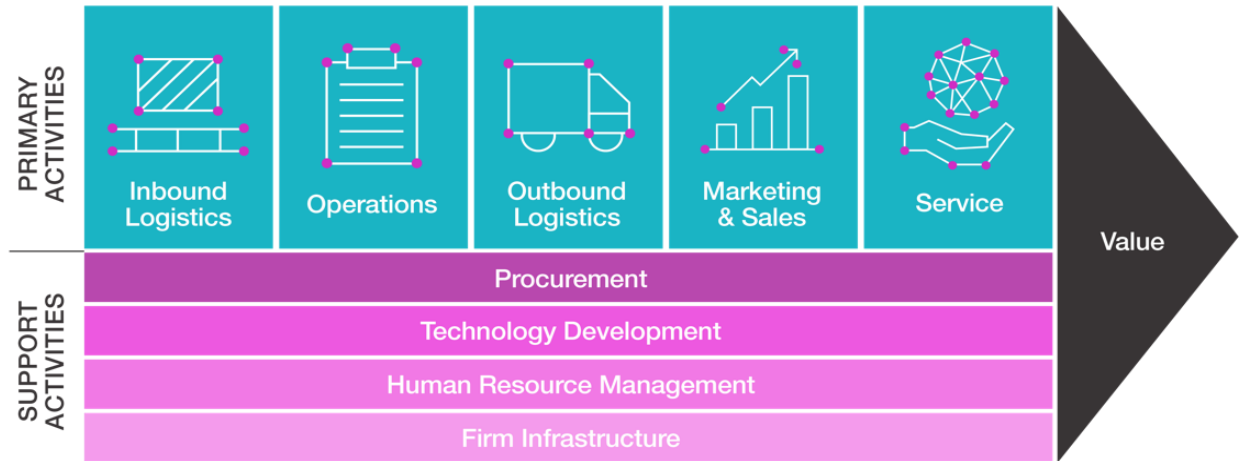
Organizations have a wide range of metrics that they can measure. By measuring workforce representation across multiple levels of hierarchy, organizations can identify the diversity of their current workforce and use the data as a way to benchmark and to improve. By measuring at multiple levels in the organizational hierarchy, organizations may find that equity-deserving groups are represented adequately at lower levels in the organizations, but are missing in management, senior management, and executive roles.

Organizations can conduct employee engagement surveys to track and measure employee engagement and feelings of belonging in the organization. The employee engagement survey can also to determine whether there are differences in engagement and feelings of belonging for diverse groups to pinpoint current gaps in practice.

Diversity and inclusion can also be embedded through key performance indicators (KPIs), which will integrate diversity as a necessary part of organizational strategy. Additionally, diversity can be added as key managerial responsibilities to ensure that managers are accountable for diversity and inclusion goals.

## Diversity across the Value Chain

The value chain consists of primary and secondary activities that transform organizational inputs (raw materials, labour, resources) into outputs (services and products). Organizations can apply a diversity and inclusion lens at each stage of the value chain.



Design based on the concept of the value chain in Porter, M. (1996). *What is Strategy?* Harvard Business Review.

Manufacturers can apply a diversity and inclusion lens in their procurement programs by creating supplier diversity programs to ensure that their inputs are supporting organizations majority-owned by equity-deserving groups. Progressive organizations have leveraged their purchasing power to support greater equity in the ecosystem. Additional details can be found in the Outreach and Expanding the Pool section, as well as in the best practices in the Appendix.

The value chain includes product and service design. Instead of assuming that diverse people share the same wants and needs, manufacturers can consult with diverse users, embedding their voices and concerns in the product or service development process. By taking this step, not only do diverse customers enjoy a better product, but manufacturers also may benefit with a larger user and customer base.

Manufacturers who engage in communications and marketing can embed a diversity and inclusion lens to embed inclusive language and to create new representations of diverse people, contesting negative stereotypes and biases at the same time. By reviewing communications materials, organizations can ensure that their materials are free of stereotypes. By spotlighting underrepresented people in leadership positions, organizations can create role models for underrepresented individuals to look up to.

Finally, manufacturers can ensure that their diverse customers receive customer service that is respectful and sensitive to their needs. They can do so by training customer service representatives with diversity and inclusion sensitivity training and by embedding this requirement in a policy.

## Outreach and Expanding the Pool

The activities of manufacturers are not just limited to their organizations. Organizations have a sphere of influence that they can activate through outreach, partnerships, and supplier relations. Organizations can pursue external programs and initiatives with other organizations to expand opportunities for equity-deserving groups.



Manufacturers can exercise their sphere of influence by evaluating and assessing suppliers and partners through a diversity and inclusion lens. Using their purchasing power as leverage, they can encourage their suppliers to advance diversity and inclusion in their organizations and follow responsible social and environmental policies. This can be supplemented with policies like a supplier code of conduct. The same applies for external partnerships. Organizations can both evaluate their external partners for their stance on diversity and inclusion.

Manufacturers can engage with diverse communities and community organizations to communicate directly with them. Through these engagements, organizations can find out the wants and needs of diverse stakeholder groups. Some organizations use these engagements to offer educational and professional opportunities for diverse communities, both expanding the pool of talent and offering valuable opportunities for individual beneficiaries.

## Conclusion

This report shares recommendations and best practices for manufacturers, with the intention of helping them advance diversity and inclusion in their organizations. Canadian manufacturers face skills and labour shortages, which will only continue to be exacerbated as the current labour force ages and eventually retires. Integrating diversity and inclusion is essential for manufacturers as a solution to their skills gaps: the data shows that diverse equity-deserving groups in Canada who are unemployed or underemployed in the labour market, and that qualified talent are not treated equitably, leading to talent loss.

Canada's manufacturing sector is an important part of the Canadian economy, generating innovation and economic growth, and by overcoming the current skills and labour shortages, it promises to be a continued source of prosperity for the future.

# Appendix: Best Practices

## Governance, Leadership, and Strategy

### Board Matrix Guide

A Board Matrix charts the skills and characteristics of individuals on the Board of Directors and can also include representation of directors

- The **Government of British Columbia** developed the Competency and Attributes Matrix Guide to expand diverse representation on its board to better reflect the community they serve. The matrix includes specific elements such as: ethno-cultural background, Indigenous identity, 2SLGBTQ+ identity, race, and religion. This is a best practice because it both identifies skills necessary on the Board, while covering representation of diversity as well.
- **Novagold** has a skills matrix that identifies the specific skills and experience required on the Board of Directors. The organization ensures that candidates are chosen into the Board of Directors based on skills and experience. Additionally, Novagold offers transparency into the organization's composition of the Board of Directors in terms of race/ethnicity, gender, and age, allowing the organization to track and benchmark diversity in leadership over time. This is a best practice that covers both the skills dimension and the dimension of representation, although users should note that the race and ethnicity portion of the board matrix covers categories recognized in the U.S. context. When drawing influence from this skills matrix, Canadian dimensions of diversity should be used instead

### Board Diversity Strategy

A board diversity strategy outlines the organization's strategy to form a Board of Directors team with diverse backgrounds.

- **Novagold** has a strategy to identify and recommend women to the Board of Directors. At least 50% of Board of Director candidates will need to be women to promote gender equity on their boards. This is a best practice that ensures that women are considered in the pool of talent for director positions.
- **Meta Materials Inc.** is committed to the 50-30 Challenge. The organization states explicitly that their goal is to have a workforce that is representative of Canada in both their corporate boards and in their senior management. Committing to the goals of the 50-30 Challenge demonstrates that the organization is committed to leadership diversity, and gives the organization numerous resources for achieving their goals.
- **Bombardier** adopted a strategy for diverse Board of Directors. The Corporate Governance and Nominating Committee aims to find candidates from beyond existing Board member networks and may use a search firm for this purpose. The Committee will consider candidates from variety of cultural backgrounds, and will aim to consider representation of women and representation of candidates from other designated groups. This is a best practice because the organization shows how they will find diverse candidates.

### Management Team Diversity

Organizations can look to advance diversity in their management team through an established process and a strategy

- **Bombardier** values diversity in its management team. The organization has an appointment process for executive officers that considers representation of women and designated groups

(Indigenous Peoples, racialized people, and persons with disabilities). This is a best practice because it ensures that diversity will be factored into the executive appointment process.

### **Board Policies**

Board Policies are a public-facing document that concretely defines the expectations of the organization for its Board of Directors team, embedding it into its processes.

- **Novagold** writes in their Corporate Governance & Nominations Committee Charter that they will consider diversity when considering candidates for the Board of Directors. Additionally, the Charter states that the selection and nomination process aims for diversity in the Board of Directors. This commits Novagold to diversity on its boards and outlines the processes to do so.
- **Linamar Corporation** has a Board Diversity Policy that seeks to have a representation of 50% women and 30% members of designated groups. This is a best practice as it outlines the expectations for the Board of Directors.
- **Osler** offers a Board Diversity Template that can address *Canada Business Corporations Act (CBCA)* requirements, which mandate federally-incorporated public companies to offer shareholders information on senior leadership representation and diversity policies for the board of directors. This is a best practice that helps organizations meet regulatory requirements and plan for board diversity
- **Suncor** has a Diversity Policy that ensures that the Board should include people from diverse backgrounds, including gender, racialized status, Indigenous status, and persons with disabilities, in addition to diversity of stakeholder perspectives and experience. Suncor will periodically review Board diversity to ensure that there is adequate representation. Suncor's Board of Directors will also aim for at least 30% gender diversity.

### **Diversity and Inclusion Committee Terms of Reference**

A diversity and inclusion committee shows top-down commitment and planning for diversity and inclusion. These best practices provide an example and a template for organizations who want to form their own diversity and inclusion committee. They cover basic considerations like roles and responsibilities, accountability, and more

- The **Canadian Museum for Human Rights** has a terms of reference for the Diversity and Inclusion Committee. The terms of reference outlines the purpose, duties, accountabilities, and member composition.
- A Diversity and Inclusion Committee terms of reference template is provided by the **University of British Columbia**, which provides an example of a completed terms of reference for an organization.

### **Leadership Commitment to EDI**

- Leadership commitment to EDI ensures that there is top-down support and that diversity and inclusion is embedded into organizational strategy. There are numerous ways to demonstrate and actualize leadership commitment.
- **Bimbo Canada** designates diversity and inclusion responsibilities to the CEO, VPs, HR departments, and leaders in the organization. This is a best practice that ensures leaders all throughout the organization are responsible for diversity and inclusion.
- **Southwire Company's** CEO and DEI officer communicate the importance of EDI in the EDI report. This sends a message from the top-down to the public, to investors, and to employees that diversity and inclusion is important.

- **Herbaland** has a page detailing the importance of diversity in the organization, pointing out that Herbaland is women-founded and owned, a CAMSC certified minority owned company, and with a majority-women leadership team. This is a best practice that demonstrates the importance of diversity publicly and prominently.
- **Bombardier's** CEO Eric Martel communicates the importance of EDI for the organization, and discusses the importance of a safe and inclusive workplace without discrimination and racism, setting the tone from the top and reiterating the importance of diversity and inclusion.
- **Maple Leaf Foods** demonstrates top-down commitment to diversity and inclusion by including it as a value in its Leadership Values. Under "Diverse and Inclusive Teams," Maple Leaf Foods writes that they will build an inclusive workplace and embrace all forms of diversity. By including it into Leadership Values, organizational leaders will need to commit to EDI.
- In **Nutrien's** Board of Directors Charter, one of the stated responsibilities of the Board is to promote the organization's diversity and inclusion initiatives. By including it into the Board of Directors Charter, directors will be responsible for thinking about and committing to fostering EDI as a part of their work.

### Chief Diversity Officer

Organizations can create and assign a Chief Diversity Officer that creates, manages, and actualizes their diversity and inclusion initiatives. This is a best practice that centers responsibility around diversity and inclusion strategy on a senior leader, allowing the organization to integrate diversity and inclusion into organizational strategy as a whole.

- **General Electric** has a Chief Diversity Officer, Tanya Spencer, committing the organization to advancing diversity and inclusion.
- **Dow** has a Chief Inclusion officer who is responsible for integrating inclusion into organizational culture and for achieving the organization's global inclusion strategy.
- **Siemens Canada** has a Chief Diversity Officer who is responsible for EDI programs and working groups in the organization, demonstrating the organization's commitment to EDI.

### EDI in Mission, Vision, and Organizational Strategy

Diversity and inclusion should not only be communicated from leadership, but also integrated into the organization's mission, vision, and organizational strategy.

- **Dow** makes clear that EDI is a key part of the business strategy at Dow. Dow has the vision to be a leader in inclusion and inclusive workplaces. Dow supplements its vision with a number of specific objectives to achieve their vision of being a leader in inclusion, which touches on governance, talent, suppliers, and customers. Integrating EDI into business strategy ensures that it is accorded organizational priority, and that it is not just "good to have"
- **Xtended Hydraulics and Machine Inc.** is an Indigenous owned private company that is certified Aboriginal Business with CCAB. Xtended states that it is committed to and values diversity, which translates to over 50% staff being Indigenous and there is a management gender policy of 50:50 men/women. Xtended, by showing that diversity is integrated into the organizational vision and mission, ensures that EDI considerations are mainstreamed through decision making processes.
- **Bombardier** has both a vision and a mission related to EDI. Their vision calls for an inclusive workplace and a diverse workforce, and their mission statement calls for a work environment where employees feel connected to the organization, empowered, respected, and valued. Their vision and mission statement ensures that leaders are committed to creating an inclusive work environment.

- **Canfor** includes diversity and inclusion as one of their organizational values, writing that they "foster a diverse workforce that is inclusive, productive and respectful at all times." By including diversity and inclusion as an organizational value, Canfor is committed to a diverse workforce and an inclusive culture.

### EDI in Organizational Goals

The vision, mission, and organizational strategy provide the high-level foundation for integrating diversity and inclusion in the organization. Organizational goals detail the specific actions. Organizations can adopt a large number of organizational goals to achieve their diversity and inclusion strategy, like the examples below indicate:

- **Magna International** has clear organizational goals to advance EDI priorities. Magna will build awareness around EDI through training, workshops, and resources. The organization will create an inclusive workplace with employee resource communities and by embedding EDI into HR. Finally, Magna looks toward strategic partnerships to grow the pipeline of under-represented talent
- **Maple Leaf Foods** has a strategic plan to advance diversity and inclusion, with clear goals. The organization will drive accountability to represent the communities, align people practices to values, facilitate opportunities for deep listening, and to foster cultural change for broad engagement
- **Dow** has a number of objectives to achieve their vision of being a leader in inclusion, which touches on governance, talent, suppliers, and customers. This ensures that Dow is committed to advancing diversity and inclusion on multiple fronts
- **Kinaxis** has clear diversity and inclusion objectives, which they use to orient the advancement of diversity and inclusion in the organization.

### Case for Diversity and Inclusion

As the beginning of the toolkit shows, there is a business case to be made for advancing diversity and inclusion in organizations. Organizations can make a similar case for diversity and inclusion to show why and how diversity and inclusion is not only a moral need, but also beneficial for the organization.

- In the Diversity Policy Statement, **Canadian Natural** makes a case for the benefits of diversity for the organization. The benefits of diversity include inclusion of new perspectives and ideas, better human resources contributing to the organization, and prevention of biased thinking. Canadian Natural also makes a case for a diverse Board of Directors, who can provide diverse thinking for better decision making.
- **Imperial Oil** is well-acquainted with the case for diversity and inclusion. The organization writes that EDI is necessary to hire and retain human resources, and that diversity and inclusion leads to new perspectives that grow productivity and innovation.

## Human Resource Processes

### Recruitment Strategy for Diversity and Inclusion

A recruitment strategy ensures that there is purposeful thinking around diversity and inclusion for recruitment. There are numerous ways that organizations can form a recruitment strategy to hire equity-deserving candidates

- **BluEarth** posts recruitment opportunities in local Indigenous communities to recruit Indigenous peoples. This is a best practice; organizations should not wait passively, but go directly to communities when recruiting.

- **Suncor** looks to improve Indigenous workforce participation and inclusion through partnerships, programs, and community engagement, allowing Suncor to attract and retain Indigenous employees. This is through the Indigenous Student program, which provides meaningful work experience across their operations, with travel and relocation experiences as well as compensation and benefits. Creating special programs ensures that target groups are recruited
- **AGS Automotive Systems** has a program for hiring newcomers into the company to benefit the local community by partnering with Michigan Staffing, a local temporary staffing agency, to employ Iraqi refugees that have come into the community in the past years. Partnerships are an effective part of a recruitment strategy for diversity and inclusion.
- **First Aid & Survival Technologies Limited (F.A.S.T.)** partners with MOSAIC, a B.C. charity that helps newcomers settle in Canada, and the B.C. Alliance for Manufacturing, to employ new Canadians, providing them with the opportunity to integrate
- **First Aid & Survival Technologies Limited (F.A.S.T.)** also partners with Semiahmoo House Society to provide opportunities for employment with people with disabilities
- **F.A.S.T.'s** approach is a best practice as it connects with organizations who have pre-existing connections with certain communities
- **Westburne Electric Supply** offers The Women of Westburne (WOW) program. This is a company-wide initiative aimed at fostering a more women-friendly workplace through policies and initiatives to encourage, acquire, retain, and promote women in the organization and in the industry. This is a best practice that directly targets one equity-seeking group, while also considering retention, promotion, and other aspects of human resources.
- **Nutrien** has a recruitment strategy to attract diverse candidates. Nutrien recruiters are trained to consider inclusion in recruitment, and Nutrien provides an inclusive interview training kits. Nutrien also goes to where diverse applicants are as a part of their recruitment strategy by hosting career events.

### Internship Programs for Equity-seeking Groups

Internship programs directed at equity-seeking groups offer opportunities to engage diverse people earlier on in the pipeline

- **Suncor** has an Indigenous student program that gives real-life work experience for Indigenous post-secondary students
- **Imperial Oil** offers a number of internships and scholarships to improve the representation of Indigenous peoples in the workforce. Programs include the Cold Lake Indigenous Internship Program, Norman Wells Northern Development Program, and the Indigenous Student Employment Program, which offers placement for positions like field operator, plant operator, and positions in office administration
- Both programs are best practice examples that target underrepresented populations for career opportunities, building up skills and professional experience

### Commitment to EDI

Communicating commitment to EDI in the organization's career page reflects positively on the organization for under-represented candidates, and encourages them to apply.

- **Guardian Chemicals** communicates their commitment to EDI in the organization in the Careers webpage, which states that they are committed to cultural differences, a proud participant of 50 - 30 Challenge, focus on recruitment of diverse and inclusive workforce and innovation, and believe DEI is essential to drive a workforce. This is a best practice because it shows that the

organization is committed to a diverse and inclusive organizational culture, encouraging diverse job applicants to apply.

- **Nutrien** states that they are committed to an inclusive workplace in their job board. They encourage applications from qualified candidates of diverse identities, recognizing "gender, sexual orientation, visible minority, Indigenous status, persons with disabilities, and veterans, where applicable." This is a best practice that covers the Canadian employment equity designated groups, as well as some other equity-deserving groups

### EDI in Job Postings

There are numerous considerations for embedding diversity and inclusion into job postings. By doing so, organizations indicate to applicants that they are inclusive and encourage them to apply.

- **Inertia** has a process in place for inclusive language in job postings. Job posting language is regularly reviewed with external guides to continue to encourage for diverse applicants. This is a best practice because it shows that Inertia is aware of the changing nature of inclusive language.
- **Inertia's** job postings are posted externally on job boards to receive a wider range of applicants. Posting jobs on external job boards is a best practice; SMEs often find candidates through the organization's network, which may lead to a lack of diverse candidates for the job
- **Cortex Design** provides a statement in their job postings that encourage members of equity-deserving groups to apply, which signals that the organization values EDI
- **Cortex Design** is committed to reasonable accommodation for employees and job applicants with accommodation requirements, encouraging those needing accommodations to apply
- **Nutrien** affirms their commitment to diversity and inclusion in job postings, writing that they are equal opportunity employer, and that they will evaluate candidates fairly without regard to identity characteristics.
- **Bombardier** writes that they are an equal opportunity employer and they encourage people of diverse identities to apply. This includes a large number of characteristics including "race, religion, ethnicity, gender identity, sexual orientation, age immigration status, disability or other applicable legally protected Characteristics"

### Bias-free Selection Process

Selection processes can be subject to various forms of bias. Organizations can mitigate these biases.

- **Hire for Talent** offers a toolkit that is aimed at helping employers conduct successful interviews with persons with disabilities. The toolkit contains guides on etiquette, the selection process, and conducting inclusive interviews to help organizations assess candidates fairly.
- **Immigrant Employment Council of BC** helps employers assess and screen resumes from newcomer Canadians with its resources, and provide sample resumes as examples. This helps organizations fairly assess resumes from newcomer Canadians.
- **Hörmann** supports an inclusive, barrier-free recruitment and selection process, where those requiring accommodations to contact HR to ensure an equitable hiring process. This is a best practice that gives candidates with accessibility needs an opportunity to be evaluated fairly by the organization.
- **Nova Scotia Barristers' Society** has an interviewing guide to address potential unconscious bias in the interviewing process, which addresses how to engage in processes such as unbiased recruitment and selection, accommodating differences in the hiring process, and information about different behaviours, responses and body language that are often misunderstood
- The **Ontario Human Rights Commission** provides an Interviewing and Making Hiring Decisions guide that mitigates the unconscious biases of recruiters and hiring teams during the selection

process. This best practice is a guide for making non-discriminatory hiring decisions; decision making process that is uniform, consistent, transparent, fair and unbiased.

### **Mentorship for Diverse Employees**

Mentorship programs for diverse employees improves retention and provides support for diverse employees, while improving mentee skills and capacity.

- **Westburne's** The Women of Westburne (WOW) initiative aims to create a transformative change for women by promoting women and by offering professional developmental opportunities and mentorship opportunities.
- **Suncor** offers an Indigenous Employee Mentorship program that connects Indigenous employees with mentors, creating deeper connections and mutual learning opportunities between Indigenous employees and non-Indigenous employees

### **Professional Development and Training Opportunities**

Organizations can provide professional development and training opportunities for employees, leading to upskilling and improving employee capacity across the organization

- **Linamar** offers a large number of professional development and training programs for employees. Their Leadership and Training opportunities include long-term leadership programs within the company (2-5 years) to build a strong talent core from within. Programs include: Linamar Entrepreneurial Advancement Program (LEAP); Linamar Leadership Development Program (LLDP); Linamar Advanced Manufacturing Program (LAMP)
- **Imperial Oil** offers a number of training opportunities for their employees, including early career programs, mentorship, training, educational program refund fund, network advisor program, and more, providing a holistic package of training opportunities.
- **BluEarth** offers numerous training tools for employee learning and development. Additionally, they offer up to 100% tuition reimbursement for employees. This allows employees to pursue training opportunities without worrying about financial limitations.
- **Suncor** offers learning tools and resources grounded in a 70/20/10 formula (70% on the job experiences, 20% feedback, and 10% informal training). Their educational plans to help pay for approved courses, and leadership development. Their career and development plans are available to anyone.
- **Startech** offers a Women in Leadership Initiative that focuses on empowering women in leadership positions, leading to greater gender diversity in leadership.
- **MapleLeaf Canada** has a Women in Leadership program with Ivey School of Business that is focused on increasing representation of women. The program is one week long and provides participants with tools and insights for career development
- **PepsiCo Canada** has established PepsiCo University, which offers training and development programs to increase the skills of employees, which includes people skills, managerial skills, as well as cultural awareness.
- **Suncor** has a training and development system blending online, in-person, and virtual instructor forms for a culture of lifelong learning. Employees engaged in 305,000 hours of training and development in 2022.
- **Imperial Oil** provides a comprehensive program for career development that involves various initiatives: early career programs, mentorship programs, training through external and self-study options, educational refund, networking, and performance feedback. This is a best practice that covers multiple aspects of the employee lifecycle



- **Imperial Oil** has leadership development processes in place, focusing on individual development plans, skills and capability development, and project assignments. Imperial Oil assesses how these programs are affecting diversity throughout the talent pipeline, with the aim of improving representation for employee equity designated groups. This is a best practice that ensures that diverse groups are exposed to the same opportunities.
- **The Siemens GO** program offers employee participants leadership and problem solving training, which can lead to promotions. The program tracks participation of women in the program, ensuring that women are adequately represented.

### **Diversity and Inclusion Training**

Organizations can offer specific diversity and inclusion training opportunities for organizations to stimulate an inclusive organizational culture

- **Blackline Safety** offers education and training related to diversity and inclusion through lunch and learns, an internal resource database, and partnerships with organizations like the Canadian Centre for Diversity and Inclusion, which provide training and education. This is a best practice as it allows employees to learn about diversity and inclusion at their pace and as their availabilities permit
- **Nutrien** offers EDI training for employees and leadership. Nutrien has an EDI learning platform with micro-learnings for Nutrien employees. Nutrien also incorporates EDI into leadership learning and development to increase EDI competency for leaders.
- **Bombardier** has embedded EDI content in leadership training modules, and has other training, like unconscious bias webinars for managers, which is a best practice that ensures managers propagate an inclusive organizational culture
- **Suncor** has formal and informal learning opportunities like inclusion events, lunch and learns, programs for learning about inclusive leadership, Indigenous cultural awareness, and more. Suncor also offers diversity and inclusion training, which trains employees to create inclusive workplaces, which 1,400 employees have completed since its launch. This ensures that employees have numerous opportunities to learn about diversity and inclusion
- **Ford** has a leadership program that trains people for leadership in the organization. Ford also has an Inclusive Leader Certification Experience, which marks certified inclusive People Leaders. There are additional training opportunities available, like Men as Allies workshops to spur on male allyship. This is a best practice: certification recognizes skills obtained.
- **Imperial Oil** offers Indigenous awareness courses, so that Imperial employees can improve understanding of Indigenous communities and peoples.
- **Canfor** offers EDI training to all of their employees, and encourages EDI training completion in the first four months of employee tenure. Canfor also has an additional Indigenous cultural awareness training program for employees. The goal for both training programs is 95% completion rate among employees. Canfor's example is a best practice that measures completion with the goal of improving completion rates.
- **Canfor's** hiring managers receive mandatory diversity and inclusion training if they are involved in interviewing and selecting candidates. This training is provided with the goal of achieving a competency-based, bias-free hiring process.

## Professional Evaluation and Development

Professional evaluation and development offers employees feedback and allows employees to pursue further professional growth

- **Bombardier** offers competency-based performance evaluations twice a year to help employees define their goals and objectives. Bombardier uses the same evaluation system worldwide to allow for talent movement across the organization. This is a best practice because it not only provides assessment opportunities for employees, but also stimulates employee growth and development.
- **Imperial Oil** has an established performance assessment and development system focused on employees that includes goal setting, performance reviews, and coaching in the first three-to-five years of employee tenure. This is a best practice that gives employees a positive first experience of the organization and that gives them a vision from the beginning of their tenure.

## Promotional Opportunities

Organizations can offer promotional opportunities to their employees within the organization.

- **Canada Malting** focuses on promotion from within the organization through development plans that focus on employee growth. This is a best practice as it improves employee engagement and retention.

# Values and Culture

## Diversity and Inclusion Policy

A diversity and inclusion policy outlines and formalizes the organization's commitment to diversity and inclusion. Some policies establish guidelines and key actions.

- **Bimbo Canada** has a Diversity and Inclusion policy. The policy defines "diversity" and "inclusion" and outlines how diversity and inclusion is embedded in the organization. Bimbo Canada's Diversity and Inclusion policy also assigns responsibility for embedding diversity and inclusion to specific leaders in the organization, like the Chief Executive Officer, Presidents of Business Units, and Corporate and Area VPs.
- **Ballard Power Systems** has a Diversity and Inclusion policy with a clear purpose to offer a diverse and inclusion work environment for employees. The policy defines diversity and inclusion and establishes some key guidelines for achieving an inclusive organizational culture, including the right to equal opportunities at work.

## Code of Business Conduct and Ethics

A code of business conduct and ethics governs employee decision making and actions.

- **Pyrogenesis** has a Code of Business Conduct and Ethics that outlines good practices for organizational members. They clearly outline conflicts of interest, their definition of a good work environment, health and safety, and ethical business practices
- **Transcontinental** possesses a Code of Business Conduct and Ethics that organizes proper conduct and ethics around the organization's values.
- **Righteous Gelato** has a statement—the Righteous Belonging Commitment 3.0—outlining their commitment to belonging, diversity, and inclusion. The statement commits the company to nondiscrimination and anti-racism as a core value and a key piece of the company's purpose. Additionally, the *Commitment* outlines Righteous' key actions to advance EDI, such as their commitment to hire and promote people from marginalized communities.

### **Accessibility Policy**

An accessibility policy establishes the practices, processes, and procedures an organization will adopt to pursue their accessibility goals. In the specific context of Ontario, the accessibility policy also outlines the steps an organization will take to meet AODA standards.

- **Pliteq Inc** has a comprehensive Accessibility Plan that is compliant with AODA Standards. The policy aligns Pliteq with standards in customer service, in the workplace, information and communication, and employment.

### **Health and Safety Policy**

A health and safety policy helps organizations formalize their health and safety commitments and stay in compliance with regulations

- **NovaGold** has a Health and Safety policy that commits the organization to a culture of safe work practices. The organization states their belief that all accidents are preventable and recognize their employees as their most valuable assets. The policy has a number of guidelines to create a safe working environment.

### **Employee Resource Groups**

ERGs are voluntary groups that employees form to advance an inclusive organizational culture. They are formally recognized by the organization.

- **Suncor** has Workplace Inclusion Networks (WIN) that cultivate an inclusive work culture. There are multiple WINs focused on different under-represented groups, including, for example, Journeys for Indigenous peoples, Mosaic for Black employees, PRISM for the 2SLGBTQ+ community, and enABLE for persons with disabilities.
- **BASF Corporation** has 13 Employee Resource and Development Groups to advance EDI in the organization, some of which include African American Employee Group, ALLchemie: LGBTQ2+ & Allies at BASF, the Asian Inclusion Network, and Women in BASF.
- **Maple Leaf Foods** has six Employee Resource Groups (ERGs) for employees to advance diversity and inclusion in the organization, including ERGs focused on persons with disabilities, sustainability, mental health, 2SLGBTQ+ team members, and multiculturalism.

### **Flexible Working Arrangements**

Flexible working arrangements help employees meet the numerous responsibilities in their personal lives, empowering them to better manage their personal and professional duties.

- **Zaber** offers flexibility for employees, offering flexible hours and hybrid working arrangements, allowing employees to work on their own terms
- **LMI Technologies** offers hybrid working arrangements for their employees and flextime to promote work-life balance
- **Lamour** offers flexible and summer hours for their employees' well-being
- **SubC Imaging** empowers to create their own ideal work environment (home, office, hybrid). Employees can plan their own schedule with flexible working hours to ensure work-life balance
- **Carbon Cure** offers flexible working arrangements with a remote-first model for their employees

### **Workplace Benefits and Perks**

Organizations can offer numerous workplace benefits and perks to their employees to foster a more desirable workplace

- **Motion Composites** offers various benefits to their staff including group insurance, health/well being memberships, flexible work schedule, ongoing training, community garden, etc.

- **Inertia PD** offers various perks, including competitive benefits, days off for community service, social events, health and wellness benefits, professional development budget, and flexible working arrangements.
- **Open Farm** offers a large number of benefits for employees for a positive organizational culture, including wellness days, summer hours, mental health support, and a wellness stipend

### Family Friendly Workplace Benefits

Family friendly workplace benefits help employees manage their family responsibilities.

- **Imperial Oil** offers child-care and employee family-assistance programs, where employees are able to find backup childcare, support identifying dependent care, and more
- **Southwire Company** offers benefits for new mothers, with dedicated spaces for nursing mothers, including lactation rooms for breastfeeding mothers
- **Danone Global** has a parental policy that applies to primary and secondary caregivers. Danone is committed to providing new parents and working parents with support through flexible working arrangements, paid and unpaid caregiver leave, and by supporting breastfeeding in the workplace

### Flexible Working Arrangement

Organizations can offer flexible working arrangements to help employees meet their personal responsibilities

- **Imperial Oil** offers a comprehensive system for flexibility, supporting both short-term flexibility needs as well as longer term needs. This takes the form of arrangements like flexible work days, part-time and job-sharing arrangements, childcare programs, as well as longer leaves of absences when necessary. This is a best practice that takes a comprehensive approach to flexible working arrangements.

### Mental Health Benefits

Organizations can offer mental health benefits and mental health support for employees.

- **Keirton** as an organization advocates for mental health. They have been working with CMHA since 2019, and are advocates for mental-health and the Not Myself Today (NMT) initiative. They have mental-health ambassadors to help team members actively and with resources. The CEO serves as an advocate and leads sessions on mental health and well-being and acknowledges his own challenges with mental health and the workplace.
- **Imperial Oil** explicitly proclaims the importance of mental health and prioritizes this with their programs. This includes workplace flexibility programs for work-life balance, wellness personal spending, and a comprehensive health and benefits plan.
- **Maple Leaf Foods** is committed to mental health and wellbeing. The organization has partnered with the Centre for Addiction and Mental Health on its "You Are Not Alone!" initiative. The initiative aims to provide effective support, stop stigma about mental health, provide training and education about mental health (with 88% training completion rate), and provide employee accommodation.

### Inclusive Organizational Culture

Organizations can work to offer benefits and to foster an inclusive organizational culture in many different ways. Some examples are below.

- **SmartSweets** makes an explicit commitment to diversity and inclusion and encourages employees to be allies and support diverse communities.

- **Inkbox** offers 100% health coverage for gender affirmation needs.
- In the About Us page, **Inkbox** has a Land Acknowledgement that recognizes the land on which they operate, committing them to reconciliation.

### **Celebrating Heritage Month**

Organizations can recognize the diversity in their organizations by celebrating heritage months for diverse people.

- Manufacturers can recognize the different cultures that make up their organizations and the the industry and celebrate diversity by spotlighting important months that recognize diverse groups in Canada, such as Black History Month in February, Asian Heritage Month in May, Pride Toronto in June, National Indigenous History Month in June, and Women's History Month in October
- **Siemens Canada** has employee-driven events to celebrate diversity for dates like the Black History Month, International Women's Day, National Indigenous History Month, Pride Month, and more. Siemens also has an annual DEI observances calendar to bring attention to diverse celebrations. This ensures that employees are able to celebrate their unique cultures and feel included.

## **Measurement and Tracking of Equity, Diversity and Inclusion**

### **Measuring Workforce Representation**

Organizations can measure workforce representation, tracking and benchmarking representation on numerous levels to measure progress.

- **The Globe and Mail** tracks representation of senior managers, other managers, and individual contributors by gender (men/women), Indigenous peoples, persons with disabilities, and racialized peoples, and compares this with a baseline representation of the metropolitan area of the City of Toronto. The organization also organizes the data by business area (editorial, revenue, digital, etc.). The Globe and Mail's measurement of workforce representation gives them granular data with which to measure the progress of diversity and inclusion in the workplace. This allows them to turn to the areas where progress is slow and redouble their efforts.
- **CBC/Radio-Canada** measures workforce representation over several years, and also compares workforce representation with the industry average. This is a best practice, as it allows CBC to not only benchmark and measure their progress, but because it also allows CBC to benchmark with the industry as well.
- **Danone** tracks the number of senior managers (executives and directors) and other managers on their team, and track the percentage of women representation across years. This allows them to publicly demonstrate the advancement of EDI in the organization, while tracking for improvement.
- **Dow** measures workforce demographics. They measure global workforce demographics by gender participation on numerous levels of seniority (non-management to executives). Dow also measures U.S. workforce demographics by race and ethnicity as well. Dow has measured pay equity for over 25 years and tracks pay equity between men and women and equity-deserving groups.
- **Kinaxis** tracks the representation of women, racialized people, employees with disabilities, Indigenous employees, and 2SLGBTQ+ employees across the organization and in management, senior management, and executive roles.

- **Suncor** tracks workforce representation of women, Indigenous Peoples, racialized people, and persons with disabilities over multiple years. The organization shows a willingness to use the data as a benchmark to improve representation.

### **Manager Accountability to EDI**

Organizations can ensure that managers are accountable for EDI goals by integrating EDI as a priority in performance reviews.

- In **CBC/Radio-Canada**, managers are made to identify an EDI priority as a mandatory part of their performance and development. By instituting this requirement, organizations ensure that all of their managers are thinking about EDI in one form or another. This also provides the incentives and the push for managers to learn more about EDI.
- **The Globe and Mail** includes equity, diversity, and inclusion considerations in both manager and employee performance review. More specifically, People Managers (a group including directors and executives) are evaluated on the extent to which they create an inclusive environment, and individual contributors are also evaluated on their understanding of differences and needs of others. This is a best practice: employees and managers will need to think about diversity and inclusion as a part of their regular responsibilities, and will need to learn about EDI in order demonstrate high levels of performance

### **Employee Engagement Surveys**

Organizations can create and distribute employee engagement surveys to track and measure employee engagement. Employee engagement can also be divided by equity-seeking groups to measure feelings of belonging.

- **Inertia** makes use of third-party employee pulse surveys every week to understand the state of the workplace in terms of personal growth, performance, diversity and inclusion, and more
- **Inertia** makes use of third-party employee engagement surveys that require 100% employee participation to understand opportunities for implementing diversity and inclusion
- **Ballard Power System** conducts an Employee Engagement Survey every year to measure employee engagement and satisfaction with the organization
- **Southwire Company** measures progress of EDI with their Living Well Engagement Survey, which measures diversity, non-discrimination, inclusion, and overall EDI, and tracks progress over time.
- **Canfor** conducts a formal employee engagement survey using a third party. The employee engagement survey includes a composite score for diversity as well as engagement of women. Canfor uses the employee engagement survey for continued improvement.

### **Self-identifying demographic data**

Using self-identifying demographic data allows organizations to track and measure inclusion of diverse populations in aspects of the organization. Aspects of diversity like disability status, Indigeneity, and 2SLGBTQ+ status are not identifiable without self-identification.

- The **Government of Canada's Self-Identification Form** provides a list of questions for collecting demographic data, which can be used to collect self-identifying demographic data to gauge the diversity of their employees

## EDI Key Performance Indicators (KPIs)

Organizations can create key performance indicators that are directed at advancing diversity and inclusion goals.

- **Danone** has a [list of KPIs aimed at advancing diversity and inclusion](#) in the organization. For example, relevant KPIs include achieving gender balance in management by 2030, closing gender pay gaps by 2025, and maintaining a high score on the Danone inclusion index, which is measured through the Danone People Survey.
- **Maple Leaf Foods** has a [number of KPIs related to their diversity and inclusion goals](#), which they track year-by-year for progress.
- **Canfor** has [KPIs related to diversity and inclusion](#) and measures progress on KPIs year-by-year. Diversity and inclusion goals cover a broad spectrum, and include, for example, representation in leadership, completion rate of EDI training, supplier diversity spending with Indigenous vendors.

## Diversity across the Value Chain

### Diversity in procurement

Procurement is an important part of the value chain, and covers how organizations procure inputs. Embedding diversity in procurement is an important step organizations can take to advancing diversity and inclusion. There are resources available for organizations to pursue supplier diversity programs.

- The **Canadian Aboriginal and Minority Supplier Council (CAMSC)** provides a collection of practices, processes, and tasks that corporations have deemed necessary for a successful Supplier Diversity program in the [Best Practices in Supplier Diversity: Guidelines report](#).
- **Ford** has a [Supplier Diversity Development Office with a Head of Supplier Diversity & Inclusion](#). Their supplier diversity program focuses on sourcing from businesses owned by groups like people with disabilities and women. While their program is focused on the US context, the program is a best practice that shows how organizational support can lead to a successful program. Canadian manufacturers will need to localize their programs to be appropriate for the Canadian context.
- There are also best practice examples of manufacturing sector organizations with supplier diversity programs.
- **Linamar** is dedicated to advancing supplier diversity. [Linamar has a Global Supplier Diversity Policy program](#), and is a member of the Canadian Aboriginal and Minority Supplier Chain (CAMSC), and the National Minority Supplier Development Council (NMSDC). This is a best practice that allows Linamar to partner with organizations and access their networks for their supplier diversity program.
- **Righteous** has a [Supplier Code of Conduct](#) that evaluates suppliers based on a set of principles. One of the principles is Anti-Discrimination, Anti-Harassment & Abuse, where Righteous states that the supplier will not discriminate against employees, and that they must commit to a workplace free of abuse and harassment.

### Inclusive, People-Centred Design

Organizations can work with diverse users of their products in the design process to ensure that their product meets their specifications, leading to both customer satisfaction and a better designed product

- **Cortex Design** ensures that their [product design is people-centred](#). The company notes that it is just as important to understand the people using the product rather than focusing on the technology and packaging.

- **Tayco**'s company philosophy focuses on [inclusive furniture design](#). The organization designs for people of different body types and physical abilities.
- **Google Pixel**'s [Real Tone camera software upgrade](#) better represents the skin tones of their users of colour
- **OCAD University** has an [Inclusive Design Guide](#) with a large number of tools to help organizations embed diversity and inclusion considerations into their product design processes.
- **Unilever** has an [Inclusive Design guide](#) that is written to help readers pursue a people-centric design practice. The guide is a best practice that defines inclusive design and goes all aspects of design, both digital and product-oriented.

### Spotlight on Underrepresented People

By spotlighting and celebrating the stories of under-represented people, organizations can contest how they are portrayed and represented in the popular imagination. The following best practice examples demonstrate how manufacturing organizations can do so.

- **Open Farm** highlights [women leaders in their communications materials](#) for International Women's Day. In the article, Open Farm highlights interviews with Jacqueline Prehogan, the Co-Founder and Chief Brand Officer; Shada Shafieian, a e-Commerce Product Associate; Mandy Gayle, the Director of Wholesale Distribution; and Jessica Yan, a Partnerships Manager.
- **Suncor** highlights people of underrepresented groups in their communications materials. For example, in one article, Suncor celebrates the [achievements of women employees](#) in the organization. In another article, [Suncor shares the story of an Indigenous veteran](#) who later entered Suncor as a Heavy Equipment Operator.
- **Dorigo** celebrates [diversity in leadership positions](#) with an interview with Jo Milendres, a Customer Experience Manager in the organization, for International Women's Day.
- **Motion Composites** celebrates [persons with disabilities](#) in their communications materials. They highlight stories of their wheelchair users, which are stories that are largely untold in the popular discourse. For example, one article introduces readers to [Max Togisala](#), a wheelchair user that pursues mono-skiing and golfing. Another article introduces readers to user [Woody Belfort](#), who placed in the prestigious Arnold Sports Festival.
- **Siemens Canada** highlights [the stories of women in technology](#) working for the organization. By spotlighting women in tech, Siemens Canada is undoing established stereotypes of women, which prevent their participation in STEM and in tech roles.

### Accessible Customer Service Policy

Organizations can ensure that customers with accessibility needs have their needs addressed with an accessible customer service policy.

- **Open Farm** has an [accessible customer service policy](#) that guides the implementation of an accessible customer service experience. The policy offers guiding principles and specific ways to integrate accessible customer service, such as through training.
- **AGS Automotive Systems** is in compliance with the AODA Accessible Customer Service Standard. The organization has an [Accessible Customer Service Policy](#) and offers accessible customer service training for employees, which includes a review of Accessibility Standards, the Ontario Human Rights Code, and instruction on how to interact with persons with disabilities. AGS also integrates accessibility in information and communications.



## Inclusive Language and Terminology

Inclusive language is important when describing and talking about diverse groups of people. Using the language that they use and referring to people with the terms that they refer themselves with ensures that content and representation is non-discriminatory and sensitive. There are a number of resources to help organizations with inclusive language.

- The **New Canadian Media's** [Ethnic Media & Diversity Style Guide](#) offers a comprehensive guide on reporting on ethnicity and religion, with a glossary of immigration terms, ethno-cultural terms, and religious terms
- The **Diversity Style Guide** brings together definitions and information from over two dozen style guides, journalism organizations, and other resources, and contains 700+ terms related to race, disability, immigration, gender, and more

## Outreach and Expanding the Pool

### Suppliers Evaluated based on Diversity and Inclusion

Organizations can use their purchasing power as leverage to spur on change in the supply chain.

- **Nutrien** evaluates suppliers based on their "[Local Aboriginal Content](#)" (LAC) plan, which articulates supplier commitments to Indigenous communities. By doing so, **Nutrien** requires their suppliers to think about and contribute to Indigenous community wellbeing. This is a best practice, as it encourages suppliers to form their own relationships with and create their own initiatives for Indigenous communities

### Engagement with Diverse Communities

Organizations can initiate engagement to ensure that diverse community stakeholders are included and have their voices heard:

- **Simon Fraser University's** Morris J. Wosk Centre for Dialogue offers [a guide for inclusive public engagement](#), where report proposes eight principles to guide the meaningful and equitable inclusion of diverse voices when planning and implementing public engagement initiatives that will inform decision-making processes.
- **Promation** [acknowledges, respects and recognizes the importance of working with Indigenous communities](#) and are committed to engaging and fostering meaningful and mutually beneficial partnerships with First Nations, Metis and Inuit communities through a four-pillar approach. Promation is a proud member of the Canadian Council for Aboriginal Business (CCAB) and a 'Committed' Company in the Progressive Aboriginal Relations (PAR) Program.

Organizations can encourage community outreach in the localities that they operate in by giving employees community service time

- **Nutrien** encourages their employees to give back to the communities that they operate in, with an eye to contributing to the Sustainable Development Goals (SDGs)
- **Supreme Steel** is focused on [developing relationships with Indigenous peoples](#), acknowledging that they operate on Treaty lands and unceded territories. Supreme looks to ensure that Indigenous communities benefit economically through their work by establishing Mutual Benefits Agreements. Additionally, the organization trains non-Indigenous employees on Indigenous history, culture, and more.
- **Westburne** looks to make [a positive impact in the local communities that they operate in](#). They specifically point out their commitment to positively impacting Indigenous communities through investment, events, and programs that promote career development and employment opportunities

- **Imperial Oil** looks to engage Indigenous communities and collaborate with them through consultation, workforce development, business development, and community relations
- **Suncor** partners with Indigenous communities and businesses as a part of their journey to Indigenous reconciliation. Partnerships come in the form of equity partnerships, where Suncor or the Indigenous partners purchase equity positions in each others' organizations, and long-term agreements that span several decades.
- **BluEarth** partners with a large number of Indigenous communities in their renewable energy facilities. As a part of this effort, they offer Indigenous communities scholarships, bursaries, and invests in community initiatives.
- **Canadian Natural** has an Indigenous Relations Policy that formalizes its approaches for a positive engagement with Indigenous communities. This is a best practice that allows organizations to formalize their current practices for better long term engagement.
- **Enbridge** has a published Indigenous Reconciliation Action Plan, which has 22 commitments across six pillars. The Indigenous Reconciliation Action Plan will orient Enbridge's work of truth and reconciliation with Indigenous populations.

### **Building the Pipeline of Talent**

Manufacturing organizations can form partnerships to access diverse communities and create programs that will build the pipeline of talent

- **Suncor** operates numerous Indigenous student programs to provide meaningful professional opportunities for Indigenous youth, and to build a robust pipeline of talent in Indigenous communities. This includes the Indigenous summer student program for post-secondary students, and the Indigenous Youth Internship Program with the organization CAREERS to provide paid work experience opportunities for Indigenous youth from grades 10-12
- **Imperial Oil** offers scholarships for Indigenous students through the Indspire's Building Brighter Futures: Bursaries, Scholarships and Awards program, providing over one million dollars to Indigenous post-secondary students since 2007
- **Canadian Natural** is committed to career planning and training in the communities they operate in, which supports and betters local communities.
- **Nutrien** partners with organizations supporting diversity in their recruitment efforts. For example, they partner with the National Black MBA Association and Indigenous career organizations (specifically for Indigenous People in Canada).
- **Ford** is looking to grow a diverse pipeline of tech talent by working with historically Black colleges and universities (HBCUs) and Hispanic serving institutions (HSIs). Ford is also working with organizations like the Society of Women Engineers and National Society of Black Engineers. While this strategy is focused on the U.S., organizations can take inspiration and localize the strategy for the Canadian context.
- **Imperial Oil** supports Indigenous youth in STEM from elementary school students up to post-secondary. The organization does this through partnerships and programs, supporting Actua, an organization engaging with Indigenous students through hands-on learning. This is a best practice that allows Imperial Oil to make use of and support partner expertise
- **Magna International** engages in a large number of partnerships to improve representation in STEM. Partnerships include Build a Dream; Centre for Automotive Diversity, Inclusion & Advancement (CADIA); National Society of Black Engineers (NSBE); Society of Hispanic Professional Engineers; Women in Manufacturing; and more
- **Nutrien** has programs to increase representation of Indigenous people in the organization. The "Aboriginal Internship Program" offers students a chance to expose themselves to the work of

the company and the industry. The "Aboriginal Applicant Database" houses resumes of Indigenous applicants. Suppliers can share their job postings with Nutrien, who will match them up with the resumes in the database as well as selected Indigenous communities. This is a best practice that gives Indigenous applicants further exposure.

- **Siemens Canada** has partnerships with organizations that are focused on advancing inclusion. They are a partner on the 50-30 Challenge and a member of the Coalition of Innovation Leaders Against Racism (CILAR) and ONYX, which is focused on Black Canadians.
- **Siemens Canada** has a large number of programs for developing students and post-secondary graduates. Programs like SCETA (Siemens Certified Education and Talent Academy) and Experience@Siemens offer participants an opportunity to transition into full-time work at Siemens.

### **Partnerships for an Inclusive Entrepreneurial Ecosystem**

Organizations can work with partners to create a more inclusive entrepreneurial ecosystem by supporting entrepreneurs from underrepresented groups

- **Nutrien** participated in the Radicle Growth Inclusion Challenge, which makes inclusive investments in the agriculture sector through a pitch competition with ag-tech entrepreneurs worldwide who are from underrepresented groups. **Nutrien** invested \$750,000 in each of the two winners. This is a best practice that allows organizations to make an impact in the broader entrepreneurship ecosystem

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