

December 22, 2023

Diversity Toolkit

For Next Generation
Manufacturing Canada (NGen)



Table of Contents

- > About the Diversity Institute
- > Context
- > What are Equity, Diversity, and Inclusion?
- > Systems: Critical Ecological Model
- > Leadership & Governance
- > Human Resources
- > Organizational Culture
- > Measurement
- > Mainstreaming Diversity through the Value Chain
- > Outreach and Expanding the Pool



About the Diversity Institute

- Diversity Institute (DI) was founded in 1999
- DI has over 100+ full-time researchers and staff, 250+ industry and community partners
- DI received \$30 million+ in funding (over 4 years)
- Committed to social justice but grounded in “the business case” for diversity and inclusion
- Runs 7 incubation projects and sponsors several others
- Named a “best practice” by UN PRIME
- Led by former TMU (formerly Ryerson) VPRI

Women Entrepreneurship Knowledge Hub (WEKH): 10 regional hubs; Network of 250 organizations; 100,000 + diverse women entrepreneurs

Future Skills Centre: \$260m investment to strengthen Canada’s skills and employment ecosystem

Women in Technology (ORF-RE)

IRCC Innovative Service Delivery

DiversityLeads and 50/30 Challenge

OCC + “She-Covery”

Context

“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

Global Trends

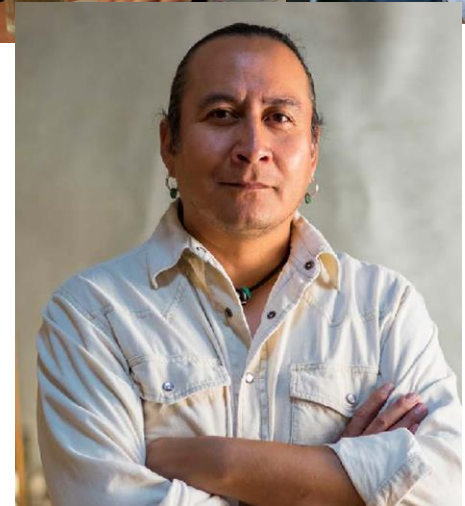
There are numerous global trends that make it important for organizations to be aware of and address diversity and inclusion. Some of the trends include the following:

- Aging population is fueling labour shortages
- Workforce growth will come through immigration
- Indigenous youth are the fastest growing segment of the market
- Women control most purchasing decisions
- With aging population and more awareness of “invisible” disabilities, growing proportion of the population need accommodation
- The majority of the 2SLGBTQ+ population in Canada are youth
- Government and large corporations are focusing more on diversity in procurement for tier 1 and tier 2 suppliers
- Exporting is key to growth - Indigenous and immigrant led businesses are more likely to export than others
- Diversity is becoming mainstream - TD is the first Canadian bank to do a racial equity audit and other Canadian banks are looking to follow

EDI in the Workforce

Research indicates that there are gender and diversity issues in the workforce as a whole:

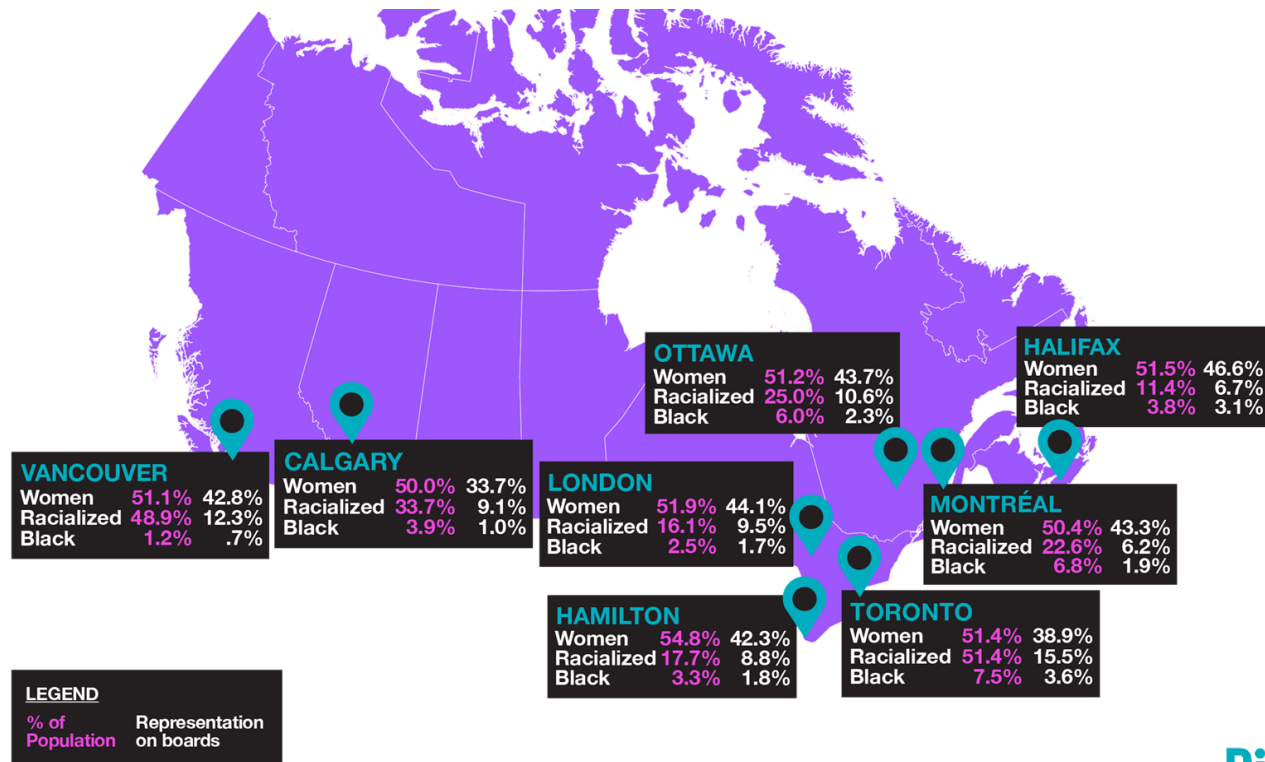
- There is under-representation of women and diverse peoples in leadership roles
- Applicants with “foreign sounding” last names are 20-40% less likely to get interviews
- University graduates with “severe” disabilities have poorer employment outcomes than high school dropouts without disabilities
- Lack of infrastructure to support education for Indigenous students
- Half of internationally educated engineers are under-employed
- Immigration policies are misaligned with needs for skilled trades and labour
- In 2019, unemployment rates have been higher for Indigenous Peoples: 10.1% Indigenous vs 5.5% non-Indigenous



Diversity Leads 2020: Board Representation Analyzed in Eight Canadian Cities

EDI issues extend to leadership positions. In the *Diversity Leads 2020* report, the Diversity Institute analyzed board representation across eight major Canadian cities, in several different sectors.

The data reveals under-representation of equity-deserving people on boards all across Canada.



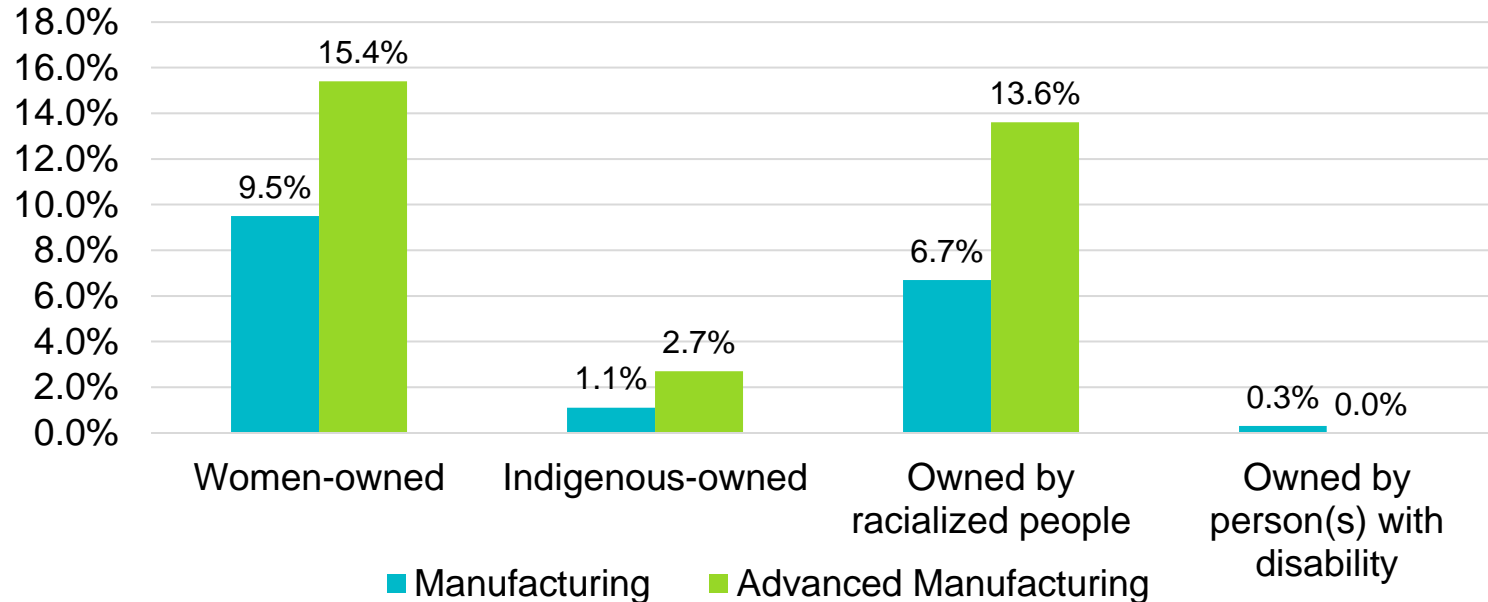
Manufacturing Diversity on Boards

There is data more specifically directed at the manufacturing sector. Equity-deserving groups are underrepresented in leadership in manufacturing.

- Manufacturing sector had 9.0% of women directors in 2018 in Canada
- Manufacturing sector had 13% of women directors in 2019 in Canada
- One in 5 corporate boards in the manufacturing sector met the 30% directors positions held by women target in 2019 in Canada
- The survey found that only 1 in 3 manufacturing professionals and 1 in 4 manufacturing leaders are women (USA)

Manufacturing SMEs – Ownership Characteristics

In the manufacturing sector, there are inequalities in SME ownership. 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.



Note: All categories refer to SMEs that are “majority owned” by the group referenced

The Business Case for Diversity

There is underrepresentation in the Canadian labour market, in the manufacturing sector, and inequalities in Canadian society. While there is the obvious moral case for advancing diversity and inclusion, there is also a business case.



Broaden the talent pool
and overcome skills gaps



Respond to increasingly diverse
communities and gain support from
diverse stakeholders



Foster
innovation,
creativity, and
diverse
thought



Mitigate legal
and
reputational
costs



Increase
employee
satisfaction and
reduce turnover

Diverse Consumer and Investor Preferences

It is important to advance diversity and inclusion to meet changing diverse consumer and investor preferences:

- Population shifts lead to shifts in consumer power (e.g. 46.6% of Toronto residents are immigrants)
- Consumer demand is changing: 55% of Canadian consumers prefer products and services that reflect their values and beliefs
- Diverse firms more effective in developing **unserved and international markets**
- Firms with more diverse leadership are 70% more likely to report their firm **captured a new market**
- Ability to develop products and services that meet changes in consumer demand
- Increasing focus of investors, government grants, and procurement on EDI and ESG



Diversity and Inclusion Drives Innovation

Research shows that diversity and inclusion drives innovation:

- According to a Forbes survey, among companies with >\$10 billion in annual revenues, 56% strongly agreed that diversity helps drive innovation
- More diverse firms may be more innovative generating more income derived from new products and services
- Diversity, particularly at the decision-making table, enables new ideas for marketing, creative decision-making, product development, etc
- The lack of inclusive design in manufacturing has resulted in unsafe products (e.g., pharma and auto), products that do not work (IVR and VR/AR) and products that are not usable: Inclusive or Universal Design is key



Employee Satisfaction and Retention

Advancing diversity and inclusion in organizations is linked to employee satisfaction and retention:

- Catalyst survey of 734 racialized people reveals that 40% of racialized women reported being “on guard” against bias in the workplace
- 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%)
- Organizations with gender diversity and policies/practices encouraging such are linked with employer retention
- When people feel valued, they want to stay, be productive, provide their best work, and help the company grow

Link to Broader Goals and Reduce Risk

Organizations need to advance diversity and inclusion to advance to broader societal goals and to reduce organizational risk, both reputational and legal. By integrating diversity and inclusion considerations, organization can:

- Reduce risk, given the massive reputational damage that missteps on diversity and inclusion can produce
- Mitigate legal and reputational costs
- Meet legislative and regulatory demands
- Improve ability to link to broader Sustainable Development Goals (SDG) and net zero goals
- Meet compliance with legislation on accessible products and services (e.g., AODA) as well as international standards (ISO)

“It takes 20 years to build a reputation and five minutes to ruin it.

If you think about that, you’ll do things differently.”

- Warren Buffett

Expand the Talent Pool

There are demographic trends that make it important for organizations to advance diversity and inclusion in the organization, especially in order to attract the best talent in an increasingly competitive labour market:

- Projections: in the working-age population, the racialized population will likely be between 42.1% and 47.3% in 2041, up from 23.3% in 2016
- Between 2016 and 2021, the Indigenous population increased by 9.4% compared to the 5.3% growth of the non-Indigenous population
- The number of persons with a disability will rise by 1.8% annually over the next 13 years, about double the pace of the overall population
- Respond to changing demographic needs and new talent pools
- Young people in particular are gravitating towards companies that reflect their values

State of Manufacturing - Labour Shortages and Culture

The manufacturing sector in particular is struggling from labour shortages, which is exacerbated by a historically non-inclusive organizational culture.

Labour Shortage

The data shows that labour shortages are affecting 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**
- Only 17% of Canadian manufacturers developed recruiting methods and advertised job positions targeting underrepresented groups
- Canadian Manufacturers & Exporters (CME)'s annual labour survey of 563 manufacturers shows that labour and skills shortages have resulted in losses totaling nearly \$13 billion

Workplace Culture

Meanwhile, research shows that workplace culture in manufacturing organizations is a problem

- 28% of women have quit a manufacturing job because of sexism/discrimination
- There is a lack of flexibility: 26% of women are unable to meet family obligations without damaging their career

State of Manufacturing - Labour Shortages and Culture

Pay Gap

There is a pay gap in the manufacturing sector:

- In manufacturing, on average, women earn 76 cents on the dollar in comparison to men
- University-educated racialized women and racialized men earn less than non-racialized men with no post-secondary education—\$18,000 less for racialized women

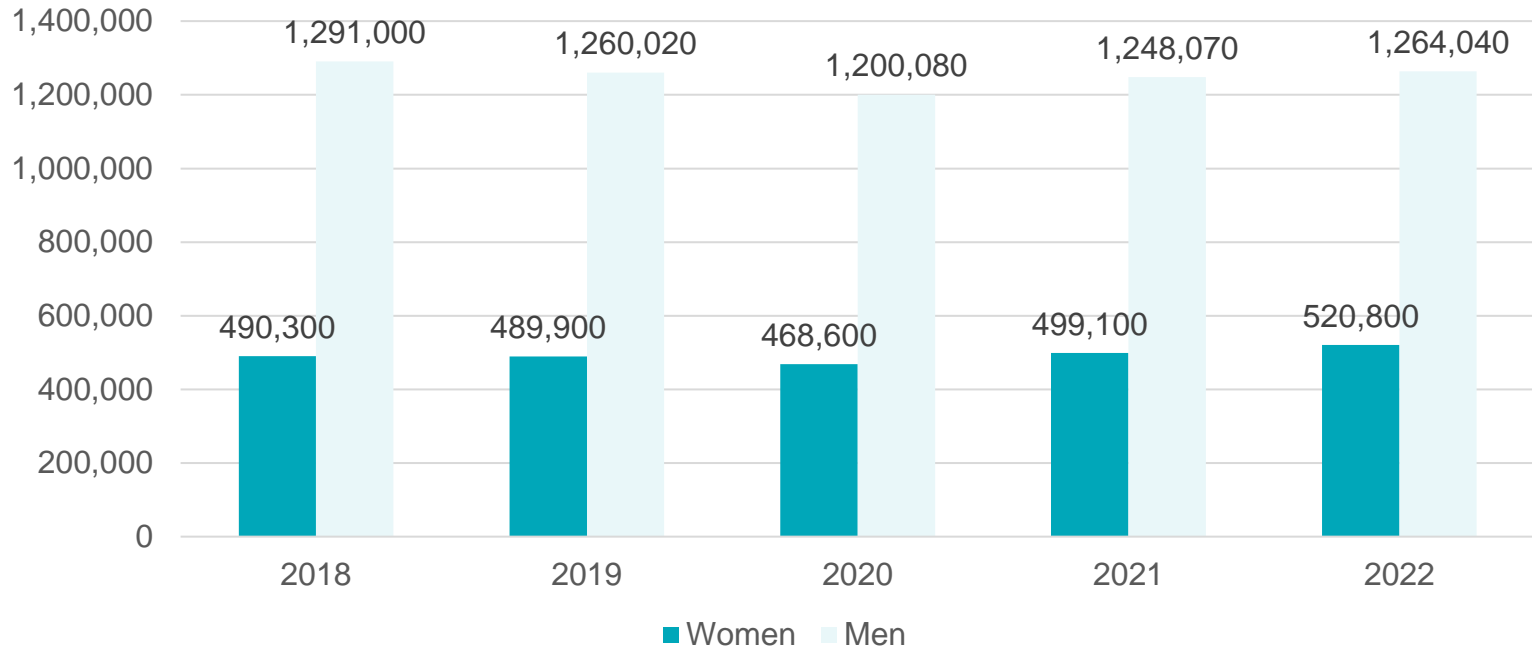
Promotion

Data also suggests that promotional opportunities may not be equitable:

- 37% of women see a promotion bias for men; 38% have quit due to a lack of promotion and advancement opportunities
- Racialized women are 10.1% of the manufacturing workforce, but account for 4.6% of management occupations
- Gendered occupations: women are overrepresented as “clerical support workers” in manufacturing

Manufacturing Labour Force by Gender

The above data is corroborated by the statistics on the manufacturing labour force by gender. There are opportunities for firms in the manufacturing sector to bridge current skills gaps by advancing diversity and inclusion throughout the sector, attracting new talent pipelines



Future Ready Program



Objectives

- Develop and validate approaches to onboarding new workers to manufacturing, particularly representatives of equity-deserving communities, including newcomers
- 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
- Assess competencies of manufacturing employees across sectors concerning new and emerging technologies and identify where critical competencies currently reside within Canadian manufacturing

Activities

The program provides:

- Access to assessments
- Customized business transformation plans
- Upskilling opportunities for current employees
- Grants for 300 manufacturers and 1,000 existing employees

Notably the Future Ready Program also focuses on 700 new manufacturing employees, with at least 50% coming from equity-deserving groups including newcomers.

www.ngen.ca/futureready

What are Equity, Diversity, and Inclusion?

The previous section has highlighted the current data around diversity and inclusion and made a case for advancing diversity and inclusion in organizations. We now want to define the terms to create a basis for shared understanding. What are diversity, equity, and inclusion?

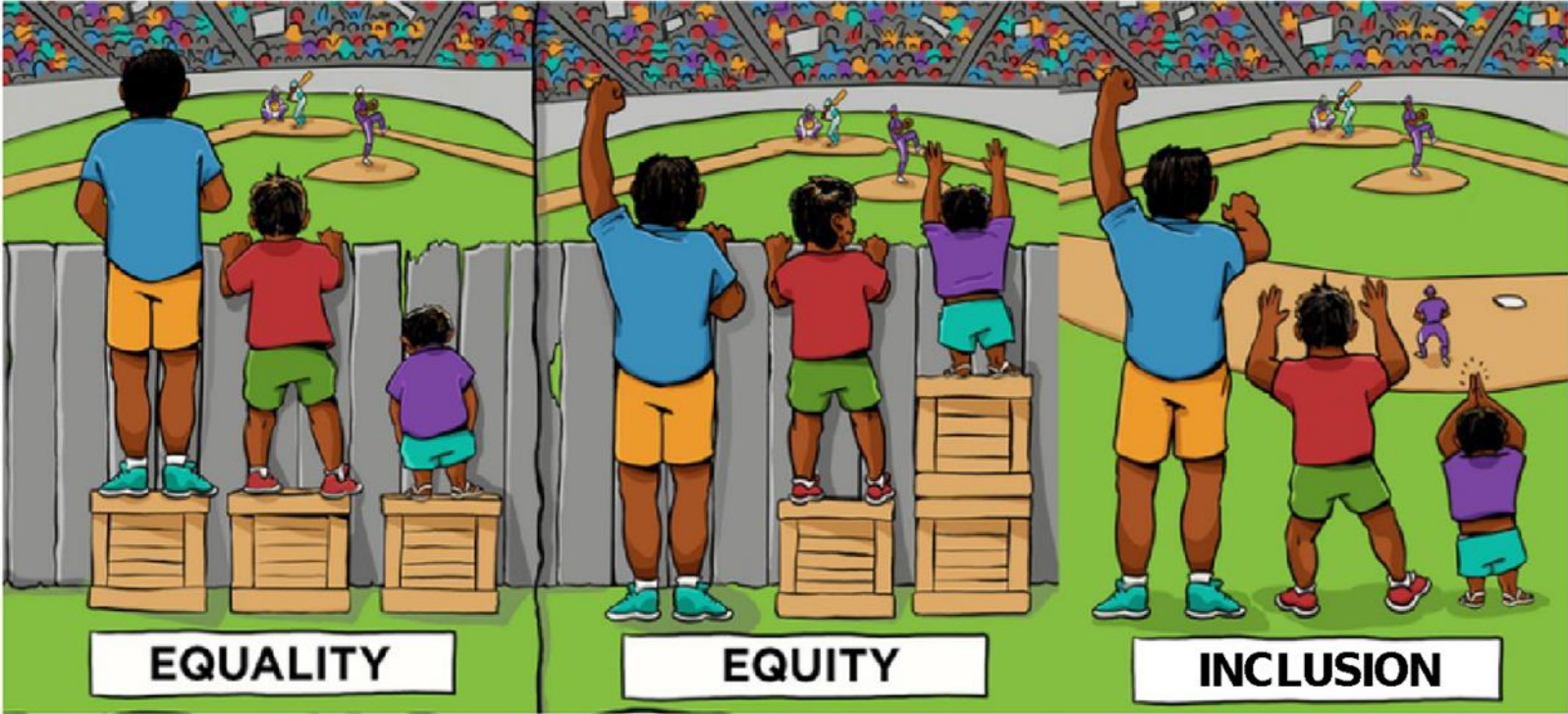
Diversity refers to differences. For example, in race, Indigeneity, place of origin, religion, immigrant or newcomer status, ethnic origin, ability, sex, sexual orientation, gender identity, gender expression and age.

Equality, which was the focus of early civil rights movements, focuses on treating everyone the same and ensuring access to housing, services and employment regardless of demographic differences.

Equity, recognizes that the historic disadvantage, discrimination and even genocide, faced by some groups has limited their opportunities and focuses on “leveling the playing field” by providing supports and special treatment where warranted. This was the basis of “affirmative action”.

Inclusion refers to ensuring that all individuals have a sense of belonging, are valued and respected for their contributions and supported.

Key Concepts



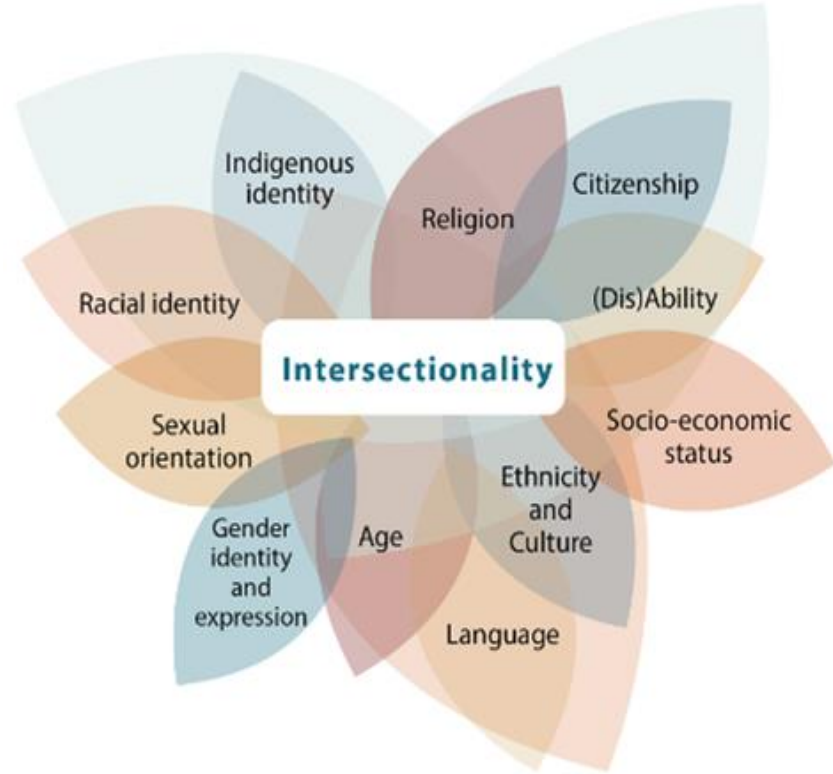
Intersectionality

Intersectionality is another important concept: Intersectionality is the overlapping or intersection of different dimensions of diversity.

For example, a Black woman has different experiences and barriers 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.

In Toronto, for example, non-racialized women outnumber racialized women on corporate boards 12:1.



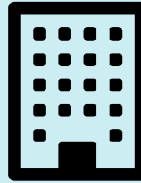
City of Markham, 2022

Systems: Critical Ecological Model

The Diversity Institute uses the critical ecological model to analyze, understand, and propose solutions for complex problems by analyzing factors at multiple levels, namely at the societal level, organizational level, and the individual level



Societal Level



Organizational
Level



Individual Level



33% of women have considered leaving their jobs to provide childcare

Societal level

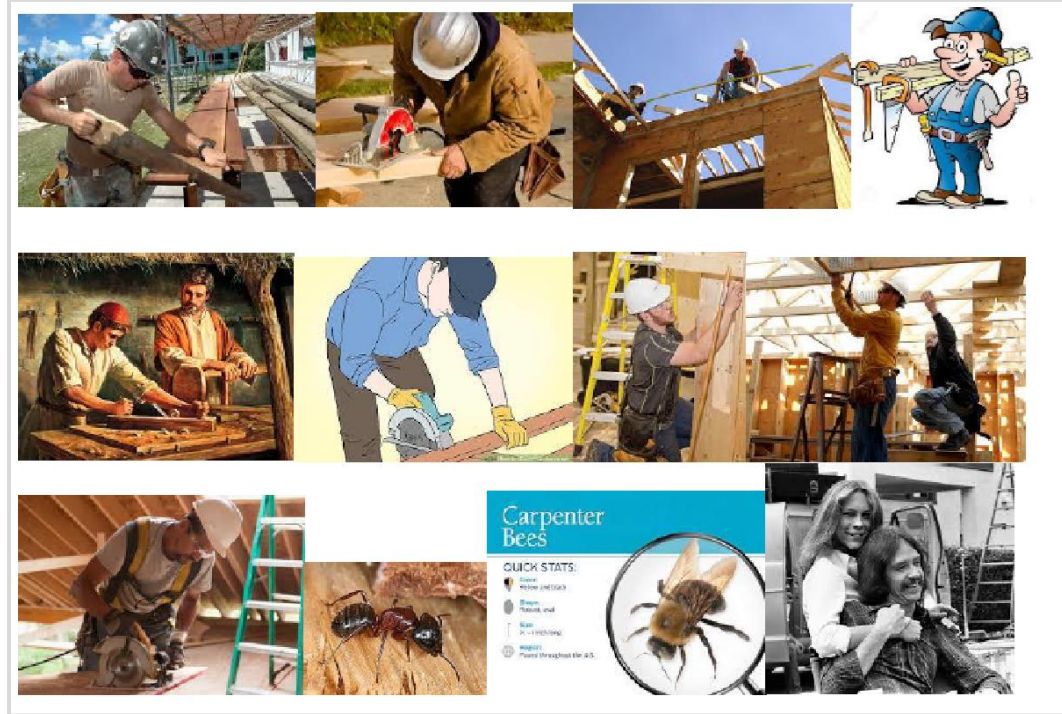
On the societal level, there are a number of factors that contribute to inclusion. We list a couple below:

- Policies affect individuals and organizations, e.g., Immigration, childcare, accessibility, human rights
- Infrastructure like access to education, roads, and internet affect life outcomes for individuals
- Tax regime, financing, funding and incentives can affect diversity and inclusion. For example, funding agencies like FedDev Ontario are starting to consider EDI as a strategic priority in funding
- Regulation and legislation, like the Employment Equity Act, can have wide ranging impacts
- Voluntary codes, like the 50 - 30 Challenge, can improve leadership diversity
- Stereotypes can be a pervasive barrier to inclusion, like stereotypes limiting participation of women in STEM

Challenging Stereotypes

On the societal level, it is important to challenge stereotypes to advance diversity and inclusion, which will

- Reduce stereotypes and stigma
- Address retention issues
- Find new models for supervision
- Focus on competency based approaches
- Better transitions for internationally trained professionals



Google Image Search “Carpenter” 200 hits

The 50 – 30 Challenge

There are societal level initiatives that advance diversity and inclusion across society, like the 50-30 Challenge.

The 50-30 Challenge

- Encourages organizations to advance gender parity (50% women and non-binary people) and increase diversity (30% other equity-deserving groups) on boards and/or in senior leadership roles
- Organizations of all sizes across sectors can participate, including large corporations, small and medium-sized enterprises, nonprofits (including post-secondary institutions and health care organizations), and agencies, boards and commissions
- There are 2200+ signatories to date

THE 50 – 30 CHALLENGE

YOUR DIVERSITY ADVANTAGE



Building an EDI Strategy

The Diversity Assessment Tool (DAT)

On the organizational level, the Diversity Institute uses the Diversity Assessment Tool (DAT) as a framework to advance diversity and inclusion in organizations. The DAT makes a holistic assessment of the organization's practices, processes, and policies.



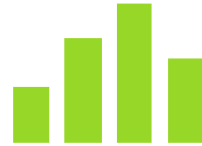
Governance,
Leadership,
and Strategy



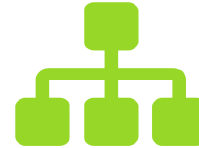
Human
Resources
Processes



Values and
Culture



Measuring and
Tracking EDI



Diversity
Across the
Value Chain



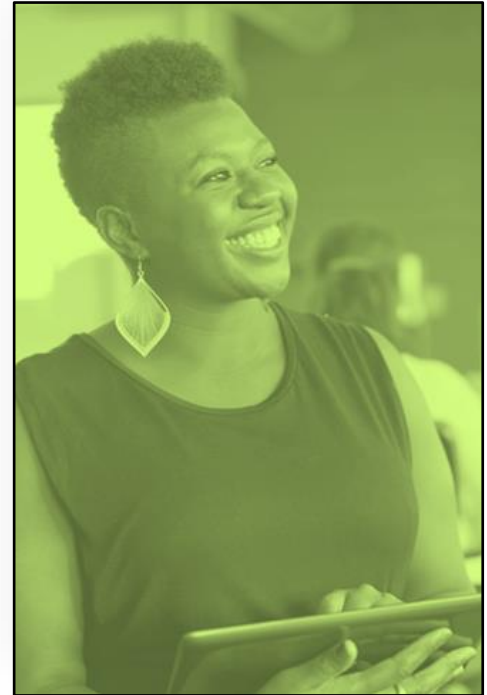
Outreach and
Expanding the
Pool

Leadership & Governance

In the leadership and governance section of the DAT, there are a number of actions that organizations can pursue:

- Set tone from the top and communicate the importance of EDI and embed EDI within corporate and growth strategies
- Provide examples of processes to define and recruit skills
- For organizations and SMEs with boards and senior leadership structures: consider diversity, recruitment, skills matrices, and term limits
- Consider joining the 50 – 30 Challenge

Best practices in the Leadership and Governance section are shared in the following slides.



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.

NOVAGOLD

META®
Go Beyond.
30

BOMBARDIER Di

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.

BOMBARDIER

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

NOVAGOLD



LINAMAR

Power to Perform

OSLER

Board Policies

- **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.



THE UNIVERSITY
OF BRITISH COLUMBIA

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.



Leadership Commitment to EDI

- **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.

HerbaLand

BOMBARDIER

Leadership Commitment to EDI

- **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.



SIEMENS

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.



EDI in Mission, Vision, and Organizational Strategy

- **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.

BOMBARDIER



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 Resources

The human resources section of the DAT evaluates the human resource functions of an organization, such as:

- Processes for defining positions, skills and competencies
- Recruitment processes and outreach
- Selection processes
- Development and advancement
- Retention and separation
- Assessment: document review, interviews, focus groups, pipeline analysis, survey questions



**It's not the pool.
It's policies,
practices, and
intention**

**Setting tone from
the top highlights
expectations**

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.



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



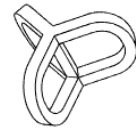
EDI in Job Postings

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

inertia

cortex



design

EDI in Job Postings

- **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"

The logo for Nutrien, featuring a stylized green leaf icon to the left of the word "Nutrien" in a bold, italicized black font, followed by a small trademark symbol (TM).

The logo for Bombardier, consisting of the word "BOMBARDIER" in a bold, black, all-caps sans-serif font.

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.



Bias-free Selection Process

- **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.



NOVA SCOTIA
BARRISTERS' SOCIETY



Ontario
Human Rights Commission
Commission ontarienne des
droits de la personne

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.



Professional Development and Training Opportunities

- 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.



Professional Development and Training Opportunities

- **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



Diversity and Inclusion Training

- **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.



Diversity and Inclusion Training

- 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.

BOMBARDIER



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.



A photograph of two people shaking hands, overlaid with a semi-transparent green filter. The person on the left is wearing a white long-sleeved shirt, and the person on the right is wearing a dark suit jacket. In the foreground, there is a white coffee cup with a black lid and some office supplies like pens and a pencil holder.

Organizational Culture

The organizational culture section of the DAT covers aspects of the organization like

- Policies such as the Code of Conduct, the Harassment Policy, the Diversity and Inclusion Policy, and a Code of Ethics
- Inclusive organizational culture for employees through tools like the micropedia
- Easy to use “pulse” and engagement surveys can help track inclusion and engagement
- Connect across sector and with business support organizations to share approaches

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.

The logo for NovaGold, featuring the word "NOVAGOLD" in a bold, blue, sans-serif font. The letter "V" is stylized with a gold triangle pointing upwards, positioned between the "V" and the "A".

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

The logo for ZABER, featuring the word "ZABER" in a bold, red, sans-serif font with a black outline.

LMI TECHNOLOGIES

Flexible Working Arrangements

- 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.

The Siemens logo is displayed in a bold, teal, sans-serif font.

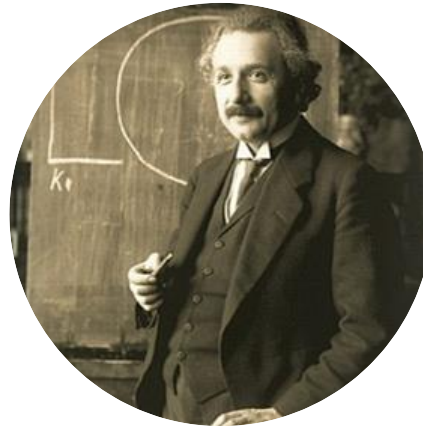
Measurement

The measurement section of the DAT focuses on benchmarking and measuring current goals and objectives to improve organizational practices. Measurement is an important aspect of advancing diversity and inclusion.



“What gets
measured gets
done.”

PETER DRUCKER



“Not everything that
counts can be measured.
Not everything that can
be measured counts.”

ALBERT EINSTEIN

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.



Measuring Workforce Representation

- **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.



Measuring Workforce Representation

- 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

The logo for Inertia, featuring the word "inertia" in a dark blue, lowercase, sans-serif font. A small yellow dot is positioned above the letter "i".The logo for Ballard, featuring the word "BALLARD" in a bold, blue, uppercase, sans-serif font. A registered trademark symbol (®) is located to the upper right of the word.

Employee Engagement Surveys

- **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



**Government
of Canada**

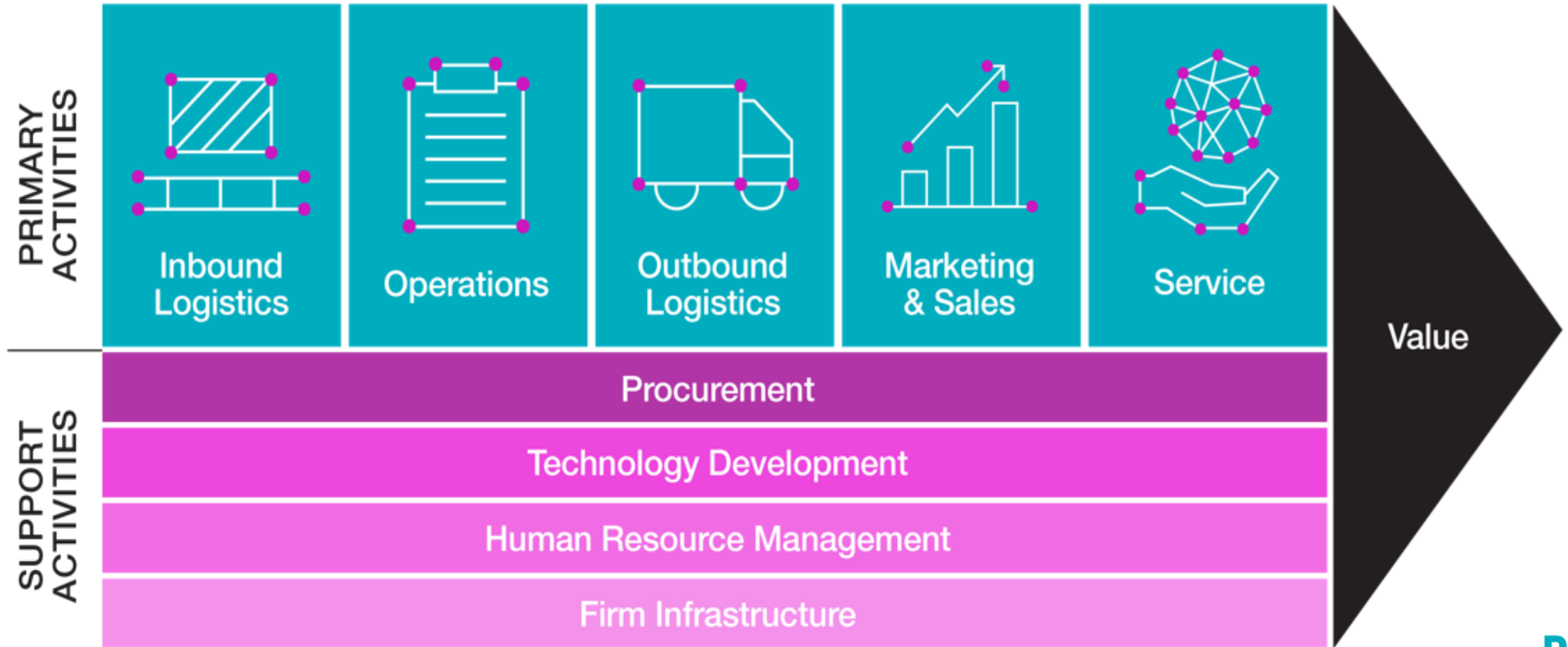
EDI Key Performance Indicators (KPIs)

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.



Mainstreaming Diversity through 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.



Diversity in procurement

There are also best practice examples of manufacturing sector organizations with supplier diversity programs.

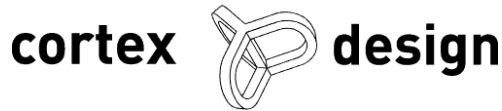
- **Linamar** is dedicated to advancing supplier diversity. Linamar has a Global Supplier Diversity Policy program, and is a member of the Canadian Aboriginal and Minority Supplier Chain (CAMSC), and the National Minority Supplier Development Council (NMSDC). This is a best practice that allows Linamar 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

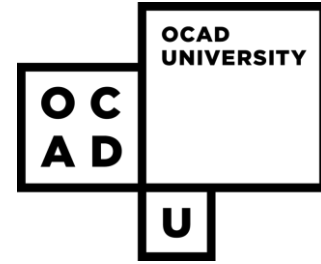
Organizations can work with diverse users of their products in the design process to ensure that their product meets their specifications, leading to both customer satisfaction and a better designed product

- **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



Inclusive, People-Centred Design

- **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.



Spotlight on Underrepresented People

- **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



NEW CANADIAN MEDIA

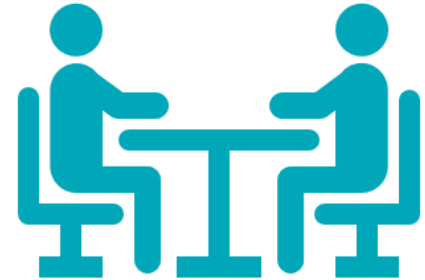
THE PULSE OF IMMIGRANT CANADA



Helping media professionals write with accuracy and authority

Outreach and Expanding the Pool

- Identify new partners and **diversify the roster** of collaborating organizations to attract diverse talent
- Assess partner organizations – who are your partnerships with? Are they composed of diverse people?
- Proactively reach out to schools and community
- Conduct strategic partnerships with organizations that can provide the know-how and connections to underrepresented groups
- Bring inclusive design principles into outreach and capacity building initiatives by inviting representatives from diverse stakeholder groups to join in the process



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)

Engagement with Diverse Communities

- **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



Engagement with Diverse Communities

- **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).



Building the Pipeline of Talent

- **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



Building the Pipeline of Talent

- 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.

The logo for Nutrien, featuring the word "Nutrien" in a bold, black, sans-serif font. A green leaf-like graphic element is positioned to the left of the letter 'N', partially overlapping it.The logo for Siemens, consisting of the word "SIEMENS" in a bold, teal, sans-serif font.

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



Conclusion

- Canada's manufacturing sector has historically been one of the key drivers of prosperity and economic growth
- New opportunities are emerging in the manufacturing sector, but the manufacturing sector is missing out on these opportunities due to labour shortages and a historically non-inclusive organizational culture
- At the same time, there are equity-deserving groups who are currently under-employed and unemployed
- The Diversity Institute takes a holistic approach to diversity and inclusion in organizations and based on this approach, the Toolkit offers a large number of best practices to help manufacturers improve their practices

Thank You

torontomu.ca/diversity

diversityinstitute@torontomu.ca

@TorontoMetDI

416-979-5000, ext. 556740

Copyright © Diversity Institute, 2023

**TED
ROGERS**
SCHOOL
OF MANAGEMENT

DiVERSITY
INSTITUTE



Women
Entrepreneurship
Knowledge Hub



**Future
Skills**
Centre

Centre des
Compétences
futures