

A SPECIAL INTEREST SECTION BY MEDIAPLANET

Celebrating CCDI's 10th Anniversary



It has been 10 years since the Canadian Centre for Diversity and Inclusion (CCDI) began to help organizations effectively address the full picture of diversity, equity, and inclusion (DEI) within the workplace.

The road hasn't always been easy, but we have been firm in our mission of promoting an inclusive society, free of prejudice and discrimination, fostering dialogue and action, and helping people to recognize diversity as an asset and not an obstacle.

In these 10 years, we have been thankful and proud to count on the support of our Employer Partners and Individual Practitioners, which have been crucial in contributing to reach our vision of a society where each individual is accepted, valued, and celebrated for all their diversity dimensions.

With this campaign, we wanted to offer a space to celebrate our Partners' projects, plans, and achievements in DEI. Their valuable work should serve as an example of what an organization can attain when building a diverse and inclusive workplace, and also, as an inspiration to follow their steps in creating entities where people have a sense of belonging.

We will continue working hard to support communities and to reach our mission of building an inclusive Canada, by bringing together and supporting people to become change agents through thought leadership, research, education, and action. ■

Cela fait 10 ans que le Centre canadien pour la diversité et l'inclusion (CCDI) aide les organisations à aborder la question de la diversité, l'équité et l'inclusion (DÉI) en milieu de travail.

Le chemin n'a pas toujours été facile, mais nous avons été fermes dans notre mission de promouvoir une société inclusive, sans préjugés ni discriminations, en encourageant le dialogue et l'action, et en aidant les personnes à reconnaître la diversité comme un atout et non une barrière.

Lors de ces 10 années, nous avons été reconnaissant-e-s et fier-ère-s de pouvoir compter sur l'appui de nos employeurs affiliés et praticien-ne-s individuel-le-s, qui ont joué un rôle crucial dans la réalisation de notre vision d'une société dans laquelle chaque individu est accepté, valorisé et célébré pour les dimensions de sa diversité.

Avec cette campagne, nous voulions offrir un espace pour célébrer les projets, plans et réalisations de nos partenaires dans le domaine de la DÉI. Leur travail devrait servir d'exemple aux organisations qui souhaitent créer un lieu de travail diversifié et inclusif, mais aussi d'inspiration pour suivre leurs démarches dans la création d'entités où les gens ont le sentiment d'appartenance.

Nous continuerons à travailler fort pour appuyer les communautés et réaliser notre mission, qui est de bâtir un Canada inclusif, en rassemblant et en soutenant les personnes afin qu'ils deviennent des agent-e-s de changement par le biais de la réflexion, la recherche, l'éducation et l'action. ■

Please join our movement and let us know your comments and ideas by sending us a message to communications@ccdi.ca.



Rejoignez notre mouvement et faites-nous part de vos commentaires et idées en nous envoyant un courriel à communications@ccdi.ca.

THE CCDI FAMILY | LA FAMILLE CCDI

Alexander – Amanda – Amelia – Amélie – Andrea – Anna – Anne-Marie – Arish – Ashley – Charles – Christina – Devika – Eamon – Frank Jassmin – Jessica – Joseph – Luci – Mary – Miriam – Neilab – Pangus – Riya – Rosie – Schuyler – Sena – Shaista – Tina – Veronica – Vikash

The Journey to Inclusive Workplaces Matters More Than the Destination

Creating a truly inclusive workplace is an ongoing journey that requires continuous effort and commitment. A comprehensive IDEA strategy is essential.

CCDI Consulting Inc.

It's important to view the journey toward workplace inclusion, diversity, equity, and accessibility (IDEA) as a horizon that we strive to reach but never fully achieve.

In other words, we must continually push the horizon further as we make progress.

Just like the horizon is always just out of reach, creating a truly inclusive workplace is an ongoing process. It requires consistent effort and dedication to identify and address areas for improvement. The work is never truly done, but each step forward expands our understanding and moves us closer to our goal.

Ongoing commitment, investment, and action

As we push the horizon further, we must be willing to confront uncomfortable truths and biases. This means listening to the voices and experiences of those who have been marginalized or excluded in the past and working to create a more equitable and inclusive environment.

It's also important to recognize that workplace IDEA are not just about meeting legal requirements or avoiding negative publicity. Rather, they're about creating a workplace culture where everyone feels valued and empowered to contribute their best work.

This requires ongoing education, training, and open communication.

In conclusion, we must think of the journey toward workplace IDEA as a horizon that we continuously strive toward. We should celebrate our progress while acknowledging that there's always more work to be done. By pushing the horizon further and committing to ongoing improvement, we can create workplaces that are truly inclusive and welcoming to all. ■

Join us as we mark a major milestone in our journey toward diversity and inclusion in Canada. Explore our CCDI 10th anniversary special at [idea.ccdiconsulting.ca/ccdi-10th-anniversary-special](https://www.idea.ccdiconsulting.ca/ccdi-10th-anniversary-special) to learn more.

This article was sponsored by **CCDI Consulting Inc.**

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Evaluating and Addressing Bias In Business: Role of Actuaries

Learn how actuaries measure potential bias and guide businesses toward more equitable decisions with their skills in risk assessment.

Hélène Pouliot, FCIA, President of the Canadian Institute of Actuaries

Bias is usually defined as someone's discriminatory actions and attitudes toward certain groups of people. While this type of bias is important to define for guiding moral behaviour, bias also arises in business when decisions are made based on improper data collection and improper models and assumptions. The Canadian Institute of Actuaries is playing an important role in evaluating and addressing these types of bias and guiding businesses toward more equitable decisions.

In Canada, the actuarial profession is self-regulated through a code of conduct based on the principles of objectivity, integrity and professional competence. Actuaries are experts in assessing risk, and we work within an ethical framework to detect, evaluate and mitigate potential bias in risk assessment. The way we assess for bias could include steps like identifying vulnerable groups and any potential harm to them, considering the data and measurement approaches being used, and reviewing the assumptions and models being applied.

Addressing bias in business decisions

As business processes become more automated, improper data collection and risk modelling can introduce bias into decision-making and create outcomes deemed unfair for certain groups of people. For example, bias in insurance models could mean some groups are charged unjustifiably higher or lower insurance premiums, leading to a discussion on what is a fair price to charge. We help define the metrics and methods to avoid these biases, making sure that a greater visibility is brought forward. Our recent publication, *Bias and Fairness in Pricing and Underwriting of Property and Casualty (P&C) Risks*, is one example of how we are helping lead the way in addressing bias in insurance.

We believe that all business managers and leaders can demonstrate their commitment to equity and fairness by incorporating actuarial recommendations into their decision process. It's a valuable way for all organizations and professionals to stay ahead of the curve on issues of bias and discrimination. The Canadian Institute of Actuaries is committed to building a Canada that is diverse and inclusive and to helping all Canadians face the future with confidence. ■



Actuaries are experts in assessing risk, and we work within an ethical framework to evaluate and address potential bias in many areas of business.



Learn how actuaries are helping lead the way in addressing bias in insurance. Explore the Canadian Institute of Actuaries' recent publication, visit cia-ica.ca/bias.

This article is sponsored by the **Canadian Institute of Actuaries**.



How North York General Champions Equity in Health Care

North York General prioritizes equity, diversity, and inclusion across health care services, fostering a diverse and inclusive environment for all.

North York General Hospital

North York General Hospital (NYGH) serves a highly diverse population of approximately 500,000. Sixty per cent of local residents were born outside of Canada and nearly 60 per cent identify as non-white. Our workforce is also wonderfully diverse.

When we developed our Strategic Plan (2020-2025), *Thinking Beyond*, in 2019, NYGH understood that equity, diversity, and inclusion (EDI) needed to be at the centre of everything.

"Our goal is to bake EDI into all that we do — how we design clinical services, our infrastructure, the recruitment of staff and volunteers, and our staff education programs," says Karyn Popovich, President and CEO of NYGH.

We took key foundational steps, including having focused leadership with the creation of an Office of EDI and hiring Janelle Benjamin as the Manager of EDI. Benjamin brings an invaluable background as a trained lawyer and policy expert supporting the Accessibility Directorate and Fairness Commissioner for Ontario, along with experience helping corporations transform their systems and cultures.

Creating supportive policies and practices

In 2022, NYGH launched its Equity, Diversity and Inclusion Framework reflecting the best evidence and experiences in Canada and beyond.

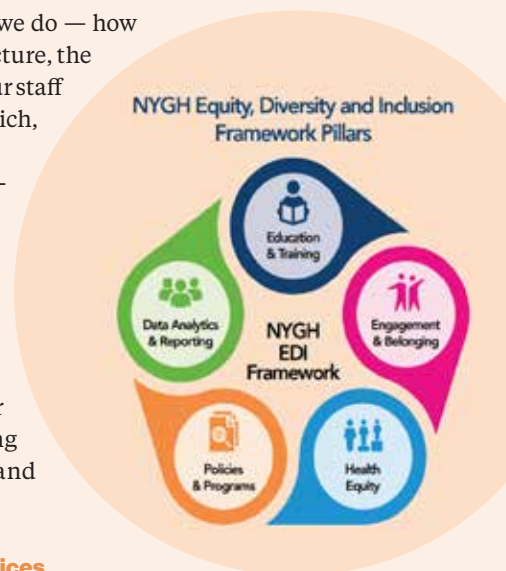
Early on, we formed Employee Resource Groups who steer and support NYGH's actions to address Anti-Black Racism (ABR) and to promote 2SLGBTQIA+ inclusion, and we're also creating a Diversity Council.

"When we go to work or people come through our doors, we don't leave our identities outside the building," says Benjamin. "We have to consider policies and practices that support people from different communities, including those who are historically marginalized in society."

Our education program covers wide-ranging topics including mandatory training in collaboration with the Canadian Centre for Diversity and Inclusion and other partners.

Data is essential to ensure we make the right changes and that they stick. This year, we initiated our first internal ABR Experience and demographic surveys and included EDI measures in our Staff Engagement Survey. We've also begun to enhance how we track and use patient data to guide health care design and delivery.

Fostering an environment where every person feels safe, valued, and able to be themselves is a long-term, enterprise-wide commitment. We look forward to working with our team, communities, patients, and partners to continue our EDI journey. ■



Join us in making a world of a difference by visiting nygh.on.ca.

This article is sponsored by **North York General**.



Toronto Zoo Knows It's Better for Our Planet When Everyone Works Together

The Toronto Zoo is confident that uplifting their employees and surrounding communities will truly enhance their conservation efforts.

Katherine Cappellacci

With a mission of connecting people, animals, and conservation science to fight extinction, the Toronto Zoo envisions a world where wildlife and wild spaces thrive. They've gained an international reputation for saving wildlife, re-vitalizing guest experiences, commitment to their broader communities, and innovating zoo technology.

The largest zoo in Canada, it hosts over 300 species — but the Toronto Zoo is equally as invested in supporting its employees as its animals — which is saying a lot.

Created in partnership with the Canadian Centre for Diversity and Inclusion, they have a custom, multi-level equity, diversity, and inclusion (EDI) Certificate program from which over 200 of their employees have graduated. Plus, they provide monthly training sessions, lunch and learns, host guest speak-

ers, and participate in community events like the Toronto Pride Parade.

Leading by example

The zoo has an EDI Steering Committee, providing annual Zoo Camp and Zoo School scholarship opportunities for equity seeking youth, are always reviewing policies with a lens on EDI, and recently added on-site multi-faith prayer and spirituality room.

In 2021, they started the action-based Climate Action Learning and Leadership program. It's designed to increase exposure and engagement from historically marginalized groups in the field of conservation science and other environment-based career pathways, especially related to climate change. The program is increasing opportunities that may lead to employment in these sectors and has won multiple awards for their efforts thus far, including the Eleanore Oakes Award for Education Program Design.

They're working alongside local community partners to discuss long-term goals for Scarborough's workplace development and how to remove barriers to employment opportunities. The zoo often provides their community partners with advanced job postings, career presentations, on-site visits, and more.

In this together

Another major way in which the Toronto Zoo has proven they're leaders in EDI is their desire to connect people, animals, and conservation science with traditional knowledge to fight extinction. As the first zoo in North America to hire a full-time Director of Indigenous Relations, this position is working closely with First Nations communities to weave traditional stories and information into zoo elements, including stories of culturally significant animals, on-site art, interpretive signage, learning sessions, and land stewardship. They plan to grow traditional medicines in their greenhouses, create opportunities for Indigenous youth, and foster strong ties between traditional knowledge and conservation science.

The zoo's efforts are paying off. Every year, they conduct staff surveys to measure inclusion and equity, and in 2022 were awarded the DIVERSIO DEI Impact Award.

The Toronto Zoo believes everyone plays a part in their conservation mission. Through these partnerships, they're well on their way to achieving their long-term goal of establishing a space where everyone feels valued and welcomed. ■



To learn more about the Toronto Zoo, visit torontozoo.com.

This article is sponsored by **Toronto Zoo**.



What Does Inclusion Look Like? York Region Is Paving the Way

Through its Inclusion Charter, York Region has become a trailblazer in equity and diversity practices for its employees and communities alike.

Katherine Cappellacci



Wayne Emmerson
Chairman & CEO,
York Region



Bruce Macgregor
Chief
Administrative
Officer,
York Region

The Regional Municipality of York (York Region) is an award-winning organization that's dedicated to providing its residents with a welcoming and inclusive place to live, work, and do business. From north of Toronto to Lake Simcoe, the Region is made up of nine cities and towns and provides 15 core services and programs to more than 1.2 million residents.

Inspired by values that include integrity, commitment, respect, accountability, and excellence, York Region proudly works to build strong, caring, safe communities. Home to one of the most diverse and fastest growing populations in Canada, York Region strives to build a workforce that represents the diverse communities it serves.

"York Region is committed to a welcoming and inclusive community where diversity is celebrated and where everyone can develop to their full potential, participate freely in society, and live with respect, dignity and freedom from discrimination," says Wayne Emmerson, York Region Chairman and CEO.

Creating equitable spaces

In a country as socially and culturally diverse as Canada, the importance of building an inclusive workplace cannot be overstated. It takes policies, integrated practice and continuous dialogue for companies to initiate lasting systemic change.

But when they do, businesses experience major positive results like higher performance levels, greater innovation and creativity and a more enjoyable working environment. When everyone feels valued, welcomed,

and uplifted, the entire organization benefits.

Named one of Canada's Best Diversity Employers in 2020, York Region is an inclusive employer that celebrates its growing and diverse population as a source of strength, vitality, and economic opportunity. The Region's commitment to inclusion enhances our ongoing work to attract and retain the best talent, promote innovation, and provide an excellent customer experience.

York Region takes many organizational actions toward promoting employee inclusion. Annual corporate diversity celebrations are organized by staff from various equity-deserving groups as an engaging way to promote intercultural exchanges. Additionally, the organization offers numerous education webinars and resources, including those by the Canadian Centre for Diversity and Inclusion (CCDI) for continuous employee training.

"Fostering a welcoming and inclusive environment is enhanced through a culture of continuous improvement. Through various resources, training and groups such as communities of belonging, a diversity and inclusion staff committee and an anti-Black racism advisory group, York Region strives to create a sense of belonging for all staff," says Bruce Macgregor, Chief Administrative Officer.

Gaining international recognition

The Inclusion Charter for York Region is a community initiative developed by the

Municipal Diversity and Inclusion Group which includes 20 organizations that serve people who live, work, and visit here. This community collaboration brings together municipalities, police services, hospitals, school boards, conservation authorities, and agencies with a common commitment to welcoming and inclusive communities.

There are many collective actions resulting from the Inclusion Charter for York Region such as an online diversity calendar, Inclusive Language Guide and the #EndHateYR campaign aimed at raising awareness about hate motivated crimes and incidents and the community's shared responsibility to eliminate hate and support those impacted.

The Inclusion Charter has gained international recognition from the United Nations Institute for Training and Research (UNITAR) as a leading practice model to create inclusive communities. ■



Visit [york.ca/inclusiveYR](https://www.york.ca/inclusiveYR) to learn more about the Inclusion Charter for York Region.

This article is sponsored by York Region.



InterRent's Journey to Awareness — One Conversation at a Time

In the dynamic world of real estate and investing, vulnerability and candour may sometimes appear unconventional. However, InterRent REIT is embracing the power of honest conversations and creating a culture where genuine dialogues among team members thrive.

InterRent REIT

InterRent has experienced significant growth and expansion in the last few years, and our diversity and inclusion journey has grown alongside it. Led by our IDEA (Inclusion, Diversity, Equity & Accessibility) committee, co-chaired by Chief Information Officer Will Chan and Chief Talent Officer Catherine (Cat) Hébert, InterRent is dedicated to creating an environment of continuous learning, where commitments and changes are sustainable and will stick over time.

Gathering valuable insights

In the last two years, InterRent has invested in listening to the voices of our diverse team members by launching two surveys specifically focused on diversity, equity, and inclusion. These surveys gathered valuable insights, suggestions, and perspectives, and have sparked changes within the organization.

"Not only did we listen to our team members, but we took action," says Will. "We added key positions and implemented initiatives that have made a tangible difference. I remember a situation where a team member experienced a personal challenge that impacted their work. We provided the required time off, health resources, and a collaborative work modification plan, and gradually helped them get back on track."

Cat echoes the sentiment, sharing her experiences of beautiful cultural growth during her two years at InterRent. "Our awareness sessions provided a circle of trust where our team members were able to safely share their life experiences, good or bad, and felt comfortable asking tough questions and helping their peers," she says.

Expanding mindsets and viewpoints

Cat recalls specific moments when colleagues weren't afraid to challenge and encourage their peers to expand their mindset and viewpoints. "I may have shed a few tears at times witnessing the hurt and victories shared, and I learned so much through each conversation," she says.

As InterRent continues our journey to awareness, we invite others to join in to celebrate vulnerabilities and imperfections, bridge differences, and empower team members to grow and achieve awareness — one heartfelt conversation at a time. ■



Will Chan
Chief Information
Officer,
InterRent



Catherine Hébert
Chief Talent
Officer,
InterRent



Visit [interrentreit.com](https://www.interrentreit.com) to learn more.

This article is sponsored by InterRent.



Ontario's Energy Future Will Benefit from a Diverse Workforce

Ontario's IESO is preparing for a decarbonized energy future, prioritizing diversity, equity, and inclusion to ensure a reliable and sustainable electricity supply.

Ontario is on the verge of something big: an energy transition with a scope and scale unlike anything witnessed in recent decades. It promises to change the production, transmission, and consumption of electricity and to support the decarbonization of Ontario's economy.

From its vantage point at the heart of the sector, Ontario's Independent Electricity System Operator (IESO) is working with partners across the electricity system — and beyond — to drive and guide these changes with a view to ensure Ontario continues to receive a reliable, affordable, and sustainable supply of electricity.

Building a more inclusive culture

At the IESO, we're channelling these changes into rich and varied individual opportunities for our team members — whether it's working on innovative projects, honing our skill sets and expertise, or exploring diverse career paths.

"One of the pillars of our corporate strategy is driving business transformation," says Lesley Gallinger, President and CEO of the IESO. "When the stakes are so high, having a workforce with diverse skills, ideas, and experiences working toward a common goal is essential."

The IESO is on a journey to build a more inclusive culture by creating a workplace where people can realize their full potential, powering change in Indigenous communities, and working alongside industry partners to improve the participation of racialized and other under-represented groups in the electricity sector.

We've taken a holistic approach to equity, diversity, and inclusion (EDI), prioritizing learning and development opportunities for all employees, enhancing systems and processes to remove inherent biases, and embedding EDI into elements of our culture, like our organizational strategy and values.

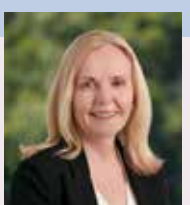
The power of partnerships

Through partnerships with organizations like the Canadian Centre for Diversity and Inclusion, which provides employees with access to events and research, we're taking steps today to equip our workforce to plan and operate the power system of tomorrow.

Decarbonization in Ontario could require an electricity system that's more than double its current size. Managing the energy transition — and ensuring reliability despite the unprecedented transformation — will pose unique challenges to the IESO and our staff. Given the importance of electricity to the well-being of all Ontarians, keeping the lights on isn't just a priority. It's a necessity, and a diverse and inclusive workforce is our foundation.



When the stakes are so high, having a workforce with diverse skills, ideas, and experiences working toward a common goal is essential.



Lesley Gallinger
President & CEO,
the IESO



Learn more about how the IESO is driving change in the energy sector at [ieso.ca](https://www.ieso.ca).

This article is sponsored by the IESO.



Belonging Begins at Staples: Our Commitment to Diversity, Equity, and Inclusion

Staples Canada fosters a culture of belonging through DEI initiatives, engaging associates, celebrating diversity, and giving back to communities.

Staples



As the working and learning company, we are committed to creating a sense of belonging for all who are a part of our ecosystem — this includes our associates, our customers, our vendor partners, and the communities we serve. Belonging is where we begin.

At Staples Canada, we know that our focus on diversity, equity, and inclusion (DEI) is not just the right thing to do, but it is a key driver to our success. We are working towards an equitable future by creating a culture where everyone is comfortable being their authentic selves.

Understanding the sense of belonging for our associates is an integral part in creating that culture of acceptance, inclusion and understanding. With the launch of our new Diversity, Equity, and Inclusion strategy, we created an opportunity for our associates to share their beliefs on what belonging means to them in their own words, as we strive for continued commitment.

“Belonging is a very personal feeling that each individual experiences in their own unique ways,” Wanda Walkden, Chief Human Resources and Communications

Officer. “We saw an opportunity to engage each of our associates in new ways, and bring them along the journey, creating individual commitments to DEI.”

With 43 per cent of our directors and above identifying as women, and 44 per cent of our associates (from those who chose to identify in our Associate Engagement Survey) identifying as BIPOC, we are proud of the diversity of our population, and the representation of the communities we serve.

“We want everyone who steps through the doors at Staples to feel safe, accepted and respected. To achieve this, we know we need engagement from our associates at all levels in the organization, across all roles, in all areas of the business.”

Engaging our associates

Staples Canada’s Business Resource Groups are run by our associates and for our associates, leading with our awareness events, where we continue to build inclusion and belonging by storytelling.

Our associates are at the heart of creating our inclusive culture.

“To me, belonging means that every person is comfortable and confident in

expressing their authentic selves — in being the unique individual they are, without feeling the need to silence their voice or passion. Belonging means that we are allies for each other, celebrating each other’s authentic selves while embracing equity,” says Laurel Kress, Manager, Customer Experience - Print Solutions, co-chair, Women who Lead.

Giving back

A part of our commitment to DEI, is giving back to our communities throughout the year through our partnership with MAP. MAP is a world-class research centre based at St. Michael’s Hospital, a site of Unity Health Toronto.

Through innovative research and real-world program and policy solutions, MAP scientists tackle complex community health issues at the intersection of health and equity. Our Even the Odds campaign works to create an equitable future for all.

“Engaging with MAP has allowed us to support the communities we live and work in and fund research that will help make the future fair for everyone,” Walkden says. “We know we still have work to do, and we are excited about the opportunities in front of us.” ■

To learn more, please visit staples.ca/a/content/even-the-odds.

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staples |
The way of thinking.

How First Capital's Employee-Led ED&I Council Drives Meaningful Change

First Capital's ED&I Council drives meaningful change, creating an empowering work environment for all employees.

First Capital

In 2020, we launched our employee-led equity, diversity, and inclusion (ED&I) Council to create meaningful actions that foster awareness and advocacy for all employees. In its inception, our Council established a three-year action plan, partnered with various ED&I-related organizations, and created four pillars of action (foundation, education, awareness, and community outreach) that would ultimately guide us on this journey.

Over the last three years, we’re proud to say that we’ve achieved a great deal in the ED&I space. But most importantly, First

Capital is creating a culture where employees have an equal opportunity to thrive, love what they do, and grow their careers. Through our actions, we create a safe and respectful work environment that embraces different perspectives and lived experiences, and we strive to inspire everyone to become better at who we are and what we do.

Our actions that foster a welcoming and inclusive culture include:

Knowing the First Capital team:

- Conducting an anonymous employee self-identification survey to better understand the diversity of our workforce so we can better support the needs of our team

Focusing on mental wellness:

- Offering a mental health benefit of up to \$2,000 of yearly coverage for mental wellness, including counselling

Building on inclusion:

- Launching our “Everyone is Welcome” campaign across all of our properties

Sharing and learning together:

- Providing opportunities for sharing experiences through panel discussions on important topics such as Indigenous culture, Pride at work and allyship, invisible and visible disabilities, learning and unlearning conscious and unconscious bias, women in leadership, and mental health
- Introducing our “Employee Spotlight” series to provide a safe space for our people to openly share their personal stories, learn from one another, and dialogue
- Launching our employee cookbook that’s filled with recipes from various

cultures that represent our people

- Introducing mandatory Pride at Work and 4 Seasons of Reconciliation training for all staff

Now that we’ve conducted essential, meaningful, and impactful work within, we can expand to our communities around us. We’re especially looking forward to growing our yearly Pride and mental health week activations; publishing more Employee Spotlights that touch on holidays, cultural events, and religious celebrations that are important to our staff; surveying contractors, suppliers, and vendors on ED&I metrics, values, and policies to ensure we’re working with the right companies whose views align with ours; and building our new 2024-2026 ED&I Action Plan, which will ultimately guide us in our future endeavours and initiatives.

Our Co-Chairs, Samantha Ross and Carolyn Colvin, are the engines that drive these ED&I initiatives forward. Our ED&I Council Co-Chairs change leadership every two years to provide a fresh and innovative perspective and to ensure we’re taking the necessary steps forward. ■

To learn more, visit fcr.ca/company/edi.

This article is sponsored by First Capital.

FIRST CAPITAL

