CREATING INCLUSIVE WORKPLACES IN DURHAM

TIPS AND TEMPLATES FOR EMPLOYERS IN DURHAM

CONFRONTING RACISM / IN DURHAM /

DRUHC.CA

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Message from The Durham Region Unemployed Help Centre

DRUHC values diversity and inclusion and is committed to the ongoing work of listening and learning because these values reflect action and adaptation, not one-time accomplishment. As an Employment Ontario Service Provider and lead agency for Welcome Centre Immigrant

Services – Pickering and the employment supports programs in the Durham Welcome Centres, we recognize the ongoing challenges and barriers faced by jobseekers, particularly racialized people, newcomers and others seeking equitable and fair employment. In our work with employers, we also see the effort needed to support organizational leaders seeking to create inclusive workplaces. In 2021, Durham Region Unemployed Help Centre received funding from Canadian Heritage for the Confronting Racism in Durham project. Funding through the Anti-Racism Action Program provided an opportunity to explore further the lived experience of jobseekers, employees, employers and service providers in Durham region and work collaboratively with community partners to move beyond identifying barriers to confronting anti-racism and discrimination. Creating Inclusive Workplaces Tips and Templates for Employers provides employers with tools and resources to implement inclusive, anti-oppressive processes for recruiting, hiring and building equitable

workplaces for everyone. Throughout the project a phenomenal team of community members shared their time and expertise to guide the work of this project. DRUHC is extremely grateful to members of the Confronting Racism Working Group committed to the research and discussion that resulted in this valuable resource.

We value your feedback and encourage you to stay connected to the Confronting Racism in Durham project via confrontingracism.ca.

Introduction

Durham Region is one of the fastest growing regions in Canada. With a vibrant economy and workforce, the Region's population is expected to double by 2051. [1]Alongside the Region's growth has been an exciting increase in the diversity of people, skills, and experiences in the workplace. [2]Based on the 2021 census, 27% of the Region of Durham's population are immigrants, and 36% identify as part of the visible minority population. To truly harness the benefits of diversity that contribute to a vibrant and prosperous region, local employers play a critical role in creating spaces where individuals feel valued and included. The Confronting Racism in Durham Project aims to help labour market stakeholders build and find inclusive and equitable workplaces in Durham Region. By engaging community residents and stakeholders who bring lived experiences of working and living in the Region, this project aims to provide jobseekers, employers and employment service providers with the skills and knowledge to identify and combat racism and discrimination in the workplace. Crucially, it hopes to equip jobseekers, employers and employment service providers with the right tools and resources to enhance their individual agency and organizational capacity in the labour market.

[1]**Durham Region. 2020. Durham Profile – Technical Report.** Durham Region Profile Demographic and Socio Eocnomic Data
[2]**Statistics Canada. 2021 Census of Population geographic summary.**

Background

Funded by Canadian Heritage's Anti-Racism Action Program, the Durham Region Unemployed Help Centre (DRUHC) developed the Confronting Racism in Durham Project in late 2021. The project's main objectives included developing an employer handbook, a jobseeker handbook, training for employers and employment service providers and a career fair focused on equitable and inclusive hiring.

The contents of this employer resource were informed by several project activities:

ENVIRONMENTAL SCAN

An environmental scan focused on identifying existing anti-racism activities and resources available within Durham Region. This assisted with avoiding duplication, identifying project partners, and discovering gaps in existing services and programming.

The scan revealed an opportunity to create resources for employers and jobseekers focused on recognizing and addressing racism and other forms of discrimination in hiring and in the workplace, particularly for small to medium-sized businesses.

CONFRONTING RACISM IN DURHAM WORKING GROUP

The project working group had 13 members that were a mix of residents, employers, and representatives from local organizations, such as employment and settlement service providers, and municipal and regional governments.

The members were selected based on their skills, knowledge and lived experiences working and living in the Region.

The working group met regularly from May 2022 to March 2023 to provide advice and guidance on the project's activities, in particular the research and design of the employer and jobseeker resources.

DURHAM COMMUNITY EMPLOYMENT SURVEY

The Durham Community Employment Survey aimed to identify key issues in equitable hiring, recruitment, and retention. The survey targeted four key audiences in Durham: employers, employment service providers, employees, and jobseekers.

The survey received a total of 180 responses. Some of the key themes identified in the survey included:

Employers, especially small and medium-sized businesses, are in the early stages of their diversity, equity and inclusion journey.
Most employers are committed to pursuing diversity and inclusion work, but often lack the capacity, guidance, or strategy to carry out this work. Employers typically rely on their immediate networks as a key source of candidates when hiring. Both employers and jobseekers also noted there is often a lack of diversity in senior management positions.

Jobseekers need greater support in their search.
Candidates, especially those from equity-deserving groups, lack professional networks and connections to the job market and meaningful employment. Respondents who identified as immigrants also noted the need to better understand the Canadian labour market and Canadian workplaces.

Employees need more education around reporting racism and discrimination.
Employees noted a lack of knowledge and awareness of reporting mechanisms when issues of discrimination and inequity arise at work. Others noted fear of repercussion if they choose to report incidences of racism and/or discrimination.

FOCUS GROUPS

To validate the findings from the Durham Community Employment Survey, there was a community wide call to participate in focus groups for the project. The project successfully held two focus groups, one for jobseekers and another for employees.

Purpose

This handbook provides employers with a foundational resource guide for creating an inclusive workplace. This resource is not meant to be comprehensive, but a starting point for employers on their diversity and inclusion journey. This handbook can be used in tandem with the jobseeker resource to develop an organizational framework of best practices for creating inclusive workplaces.

How to Use This Guide

Our intention is for this handbook to serve as a practical guide to highlight solutions for building inclusive workplaces for small to medium sized businesses.
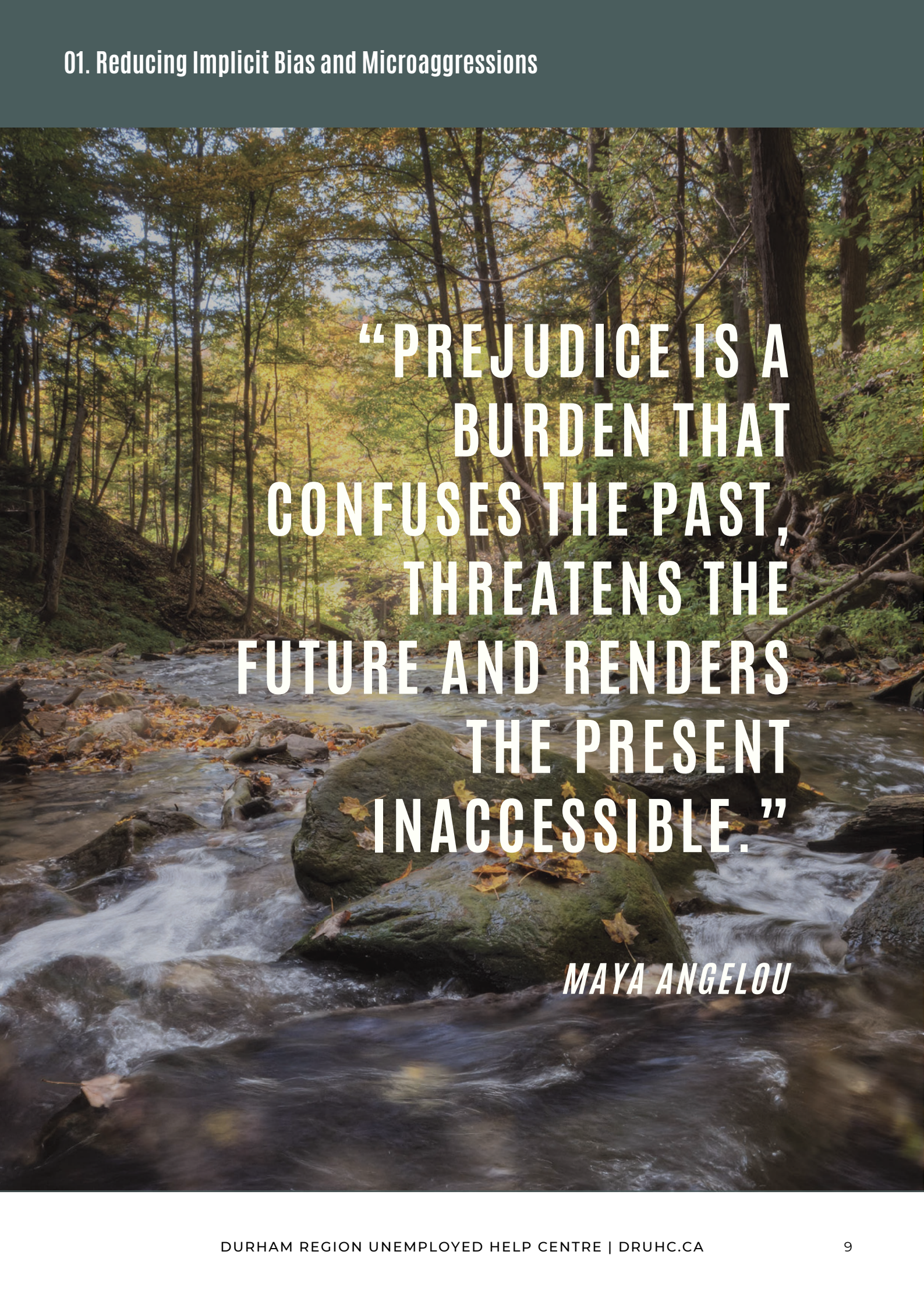
Each section addresses issues of anti-racism in the workplace and how to recognize them, the actions that can be taken to address and/or resolve them, and steps to move forward.

Included are:
- Overview of our key topics
- Potential solutions
- Benefits
- References
- And personal reflections

Some case studies are also presented to provide real life examples and solutions of how businesses have addressed incidents of racism or discrimination.

Employers can use this handbook to introduce their staff and themselves to important terminology, the impact of racism and implicit and explicit bias on co-workers, and how to combat these negative factors in the work environment.

"PREJUDICE IS A BURDEN THAT CONFUSES THE PAST, THREATENS THE FUTURE AND RENDERS THE PRESENT INACCESSIBLE."

MAYA ANGELOU

Reducing Implicit Bias and Microaggressions

Overview

Bias has the potential to negatively affect decision-making and result in unfair treatment of individuals or groups. Bias can manifest in many ways, ranging from **IMPLICIT BIASES**[10] that are often unconscious and unintentional, to explicit biases that are consciously held and expressed.

Implicit biases are often shaped by our life experiences, cultural background, and exposure to media.

Regardless of whether biases are implicit or explicit, acknowledging their existence is the first step towards eliminating them. Additionally, it's essential to note that unconscious bias does not excuse harmful behaviour. When it's brought to our attention, we have a responsibility to do better and take action to address it.

MICROAGGRESSION[6] is the everyday verbal, non-verbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory or negative messages to target persons based solely upon their marginalized group membership or social identity.

D. W. Sue, a psychologist who coined the term "microaggressions" describes racial microaggressions as that "insidious, damaging, and harmful forms of racism [that] are...everyday, unintentional, and unconscious are perpetrated by ordinary citizens who believe they are doing right," (p. 108) (tc.columbia.edu)

Three types of racial **microaggressions**[6] can also be perpetrated by macro level factors (e.g., laws, policies, etc.), referred to as environmental microaggressions.

Examples of Microaggression:

MICRO-ASSAULTS[7]
A micro-assault is a type of overt discrimination or criticism that is done intentionally to discredit a marginalized group. (baker.edu)

MICRO-INSULTS[8]
A micro-insult is a comment that communicates that the demographic group is not respected, but the target is seen as an exception to the stereotype. (baker.edu)

MICRO-INVALIDATIONS[9]
A micro-invalidation is a comment or action that dismisses the experiences of historically disadvantaged group members. (baker.edu)
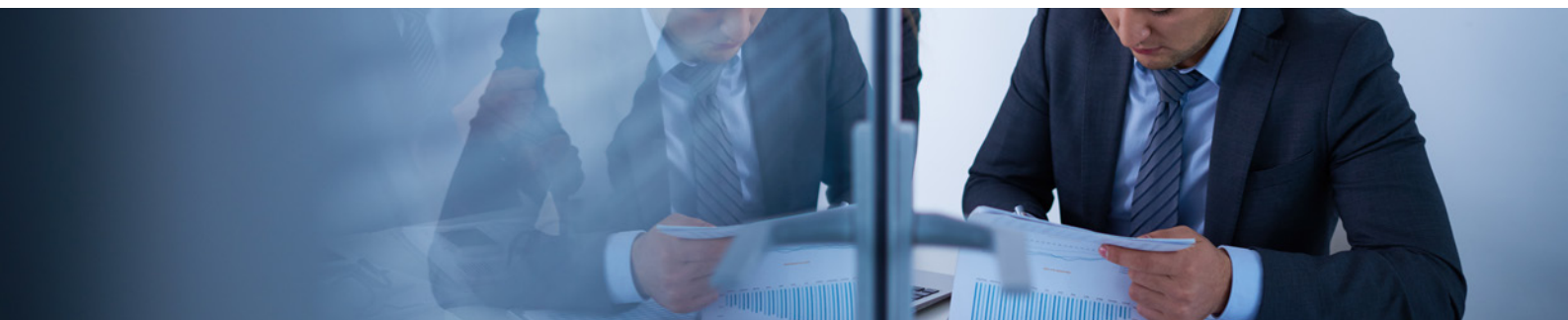
What Are the Implications of Implicit Bias[10] (otherwise known as Unconscious Bias)

Implicit biases are rooted in legacies of colonization, slavery and racist policies in Canada and become evident in many different domains of society. On an interpersonal level, they can manifest in simple daily interactions. This occurs when certain actions (or microaggressions) make others feel uncomfortable or aware of the specific prejudices you may hold against them.

Racial Stereotypes

Unconscious racial stereotypes are a major example of implicit bias. In other words, having an automatic preference for one race over another without even being aware of this bias.

This bias can manifest in small interpersonal interactions and has broader implications in the legal system and many other important sectors of society.

Examples in the workplace could include stereotyping qualified, experienced and credentialed racialized employees by assigning tasks and jobs that are low-paying and low-skilled, and also by withholding advancement opportunities. The action taken here is an example of a microaggression. A microaggression is a subtle, automatic, and often nonverbal, that communicates hostile, derogatory, or negative prejudicial slights and insults toward any group (Pierce, 1970). Here, actions taken by the employer communicates an implicit prejudice, even though you might not even be aware. (simplypsychology.org).

There are many types of harmful biases. Below are a few examples:

AFFINITY BIAS[11]
Favoring employees who "fit your culture."

CONFIRMATION BIAS[12]
The tendency to seek out information that supports our existing beliefs and opinions while looking past information that contradicts them. We all do this to some extent, but for leaders, we can lose trust from our teams at best and come across as unethical at worst.

NAME BIAS[13]
A discriminatory act that involves a negative judgment or preference for a person's name. In recruitment, a candidate's name affects the hiring decision through either conscious or unconscious bias motives. Taking into account a candidate's name as a reason not to hire is a prejudiced action.

Something to Consider

More than 44% of the respondents from our survey, experienced only being invited to interviews after they changed or modified their name to a westernized name.

Implicit bias and microaggressions are detrimental to racialized communities. If they are allowed to continue, they can impair performance in multiple settings including work.

It has never been more important for employers to address unconscious bias and racism in their workforce. Studies continue to demonstrate that doing so improves organizational culture, employee morale and business practices.

In an article from Forbes, Michele Ruiz reports that different studies have recently revealed a growing number of people of colour (and women) are "choosing to leave their jobs in corporate America due to bias, lack of support, and stressors due to facing greater challenges than before".

Potential Solutions

Speak with an HR manager or Diversity, Equity and Inclusion (DEI) lead about how to address microaggressions at work.

The HR manager, DEI lead or an external facilitator can encourage staff to:

1. Educate themselves on different types of microaggressions.

2. Recognize their own biases and prejudices.

3. Become an active ally and advocate for others when they see microaggressions in the workplace.

Consider hiring a DEI consultant to:

- Provide training to employees about how harmful microaggressions are and how to avoid them

- Identify company policies and procedures that should be updated (e.g. hiring and promotion)

- Organize company-wide on-going bias training

- Assist in setting organizational expectations to mitigate bias

Accountability for Leaders

- **Make meetings inclusive**
Honour everyone's time; engage staff in ways that meet their needs; be mindful of who has access/visibility/proximity to leadership and ensure equity.

- **Implement an anonymous complaint process**
Create a safe space for this to happen; which allows for frequent employee feedback.

- **Ensure that staff is aware of the complaints process for concerns of racism**

In cases where the aggression is more covert and not necessarily the result of conscious behavior, or simply causes a bad feeling in the target rather than an outright "conflict" that can be detected by others, it's important to enlist the advice of a trained DEI or HR professional. The resolution may involve more than just conflict management skills.

Benefits

Various experts in the fields of diversity and inclusion, human resources, and organizational behaviour, all recognize that addressing unconscious bias **improves corporate morale** and the overall experience of the workers.

Workers **feel more welcomed and valued**, which gives them the **confidence** to **share their ideas**. They will be more satisfied in their role, thus l**ess staff turnover** for the company.

Case Study

According to Constantine, M. G., & Sue, D. W. in their study Perceptions of racial microaggressions among Black supervisees in cross-racial dyads, a qualitative analysis was completed with 10 Black supervisees to determine the perceived racial microaggressions of white supervisors.

The analysis determined that there are 7 microaggression themes that were directed towards the Black supervisees:

- Invalidating racial-cultural issues
- Making stereotypic assumptions about Black clients
- Making stereotypic assumptions about Black supervisors
- Reluctance to give performance feedback for fear of being viewed as racist
- Focusing primarily on clinical weaknesses
- Blaming clients of colour for problems stemming from oppression
- Offering culturally insensitive treatment recommendations.

💡 **Something to Consider**

Really sit and reflect on the following:

When you see a racialized person walk into your business, what is the first thing you think about?

When someone walks into your organization that doesn't fit your narrative, what do you automatically think?

In what ways can you correct any negative thoughts?

References

Web Articles

This article highlights common microaggressions experienced in the workplace and provides strategies for addressing and reducing them to create a more inclusive environment.
Baker College (2021, February 23). Examples of Workplace Microaggressions and How to Reduce Them. Retrieved February 6, 2023, from
https://www.baker.edu/about/get-to-know-us/blog/examples-of-workplace-microaggressions-and-how-to-reduce-them/#microassaults

This article provides practical tips and steps for combating unconscious name bias in the hiring process to ensure equal opportunities and a diverse workplace.
Quinn, R. (n.d.). 3 Steps To Stamp Out Name Bias. CiiVSOFT. Retrieved February 6, 2023, from https://ciivsoft.com/3-steps-to-stamp-out-name-bias/

References

This article on implicit bias explains the concept of unconscious biases and their impact on decision-making and behaviour, with a focus on its implications in diverse settings such as the workplace.
Ruhl, C. (2020, July 1). Implicit or Unconscious Bias. Retrieved February 6, 2023, from https://www.simplypsychology.org/implicit-bias.html

This article lists practical steps for recognizing and reducing unconscious biases in the workplace, with a focus on promoting diversity, inclusivity and equality in the business environment.
Ruiz, M. (2021, May 17). 10 Ways To Reduce The Damaging Impact Of Unconscious Bias On Your Business. Retrieved February 6, 2023, from https://www.forbes.com/sites/allbusiness/2021/05/17/10-ways-to-reduce-the-damaging-impact-of-unconscious-bias-on-your-business

This article discusses the impact of confirmation bias in data analysis and provides strategies for avoiding it to ensure accurate and objective insights.
Rzeszucinsk, P. (2022, January 19). Overcoming Confirmation Bias: An Obstacle Between You And The Insight From Your Data. Forbes. Retrieved February 6, 2023, from https://www.forbes.com/sites/forbestechcouncil/2022/01/19/overcoming-confirmation-bias-an-obstacle-between-you-and-the-insight-from-your-data/

The Microaggressions Resource Portal provides information, resources and strategies for understanding and addressing microaggressions in diverse settings, including the workplace, to promote equity and inclusion.
University of North Carolina (n.d.). Microaggressions. University of North Carolina School of Education. Retrieved February 6, 2023, from https://portal.ed.unc.edu/resources/microaggressions/

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Journal Articles

This article provides a comprehensive overview of prejudice, including its definition, causes, and effects, and discusses ways of reducing prejudice in various settings including the workplace.
Constantine, M. G., & Sue, D. W. (n.d.). Perceptions of racial microaggressions among Black supervisees in cross-racial dyads. Retrieved February 6, 2023, from https://psycnet.apa.org/doiLanding?doi=10.1037%2F0022-0167.54.2.142

This article explores the relationship between diversity management and inclusive work practices and their impact on organizational performance.
Wong, G., Derthick, A. O., David, E. J. R., Saw, A., & Okazaki, S. (n.d.). The What, the Why, and the How: A Review of Racial Microaggressions Research in Psychology. Retrieved February 6, 2023, from https://link.springer.com/article/10.1007/s12552-013-9107-9

Online Videos

This video is a part of Ethics Unwrapped, a free online educational video series about ethics produced by the Center for Leadership and Ethics at The University of Texas at Austin.
[McCombs School of Business]. (2018, October 31). Implicit Bias | Concepts Unwrapped [Video]. Youtube. https://www.youtube.com/watch?v=OoBvzI-YZf4

Other Resources

The 2021 Census of Population provides access to data tables and products related to various topics such as population, language, immigration, education, and housing for a specific geographic area in Canada.
(2023, February 10). 2021 Census of Population geographic summary. Statistics Canada. Retrieved March 13, 2023, from https://www12.statcan.gc.ca/census-recensement/2021/search-recherche/productresults-resultatsproduits-eng.cfm?LANG=E&GEOCODE=2021A00033518

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The Master's program in Industrial-Organizational Psychology at Baker College provides a comprehensive education in the application of psychological principles to the workplace, with a focus on improving organizational performance and promoting inclusivity and diversity.

Baker College (n.d.). Industrial/Organizational Psychology (MS). Retrieved February 6, 2023, from https://www.baker.edu/academics/graduate-studies/college-of-social-science/industrial-organizational-psychology-ms/

"WHEN WE'RE TALKING ABOUT DIVERSITY, IT'S NOT A BOX TO CHECK. IT IS A REALITY THAT SHOULD BE DEEPLY FELT AND HELD AND VALUED BY ALL OF US."

AVA DUVERNAY

Training and Education

Overview

Continuous training and education are **paramount** to combat racism and discrimination.

We all have deep held beliefs. Training and education allow individuals to **RECONSIDER** their actions and the way they think when it comes to working and integrating with those those with different identities from them. Continuous training and education within an organization supports inclusive behaviours.

Diversity and inclusivity (D&I) training[1] that strengthens organizational inclusion is about embracing uniqueness among employees and welcoming fresh perspectives to contribute to your organization's growth.

Something to Consider

More than 33% of jobseeker respondents from our survey have experienced bias at an interview, related to their name, skin colour, accent etc.

As an ally, an employer/employee should do the following:

- Be self-aware – of their own biases
- Be willing to learn and unlearn
- Be willing to listen
- Build trust
- Take action – when they see biased behaviour in the workplace
- Ask questions – to better understand how they can be an ally to others

Sustained organizational change requires continued education for decision-makers. Behavioural change takes time to put concepts and ideas into practice.

- D&I training should not be a yearly event created to 'tick' a compliance box. It should be impactful and include opportunities for dialogue, continuous training, events and online sessions.

- Programs should be developed for all levels of the company regardless of job title/position.

In an article called Fixing the Flawed Approach to Diversity, James Wright points out that although almost 100% of companies in the U.S. have diversity programs, only a quarter of the people in those diverse groups receive any benefit from these company programs.

Wright references the research conducted by The Boston Consulting Group, which surveyed over 16,000 people, and found that "most company leaders—primarily white, heterosexual males—still underestimate the challenges diverse employees face. These leaders control budgets and decide which diversity programs to pursue. If they lack a clear understanding of the problem, they can't design effective solutions." (bcg.com)

D&I training is important for company leaders and their employees. It allows for learning and understanding the experiences of those who have been excluded or discriminated against. It provides employers an opportunity to lead in a way that supports diversity of lived experience and allows for the free flow of creativity and collaboration.

According to an article from Hurix, this in turn leads to increased productivity, innovation and overall success for companies.

Although D&I training cannot completely change a person's way of thinking; it can help break down barriers to learning about racialized and underrepresented groups in the workplace.

The following are examples of D&I training, in order to cultivate a more inclusive work environment:

1. **Awareness Training**

   This training allows co-workers to learn about other employees and their diverse backgrounds (I.e., ethnic or racial identities). This step may appear simple, but it is very important for employees to be aware of the concept of "workplace inclusion and equitable practice".

   Regardless of ethnic or racial identity, all employees must be treated equally and with respect.

2. **Basic D&I Training**

   This training helps to encourage respect and empathy in the workplace. This step cannot be skipped if a company wants to create a culture that embraces diversity, equity and inclusion.

   Basic D&I training typically includes the following courses:

   - Cultural Intelligence training
   - Anti-racism training
   - Human resource compliance training

3. **Intermediate Diversity Training**

   This training includes more tangible skills and discusses systemic issues and personal behaviour. This type of training includes identifying unconscious (implicit) bias; identifying and working to remove microaggressions and stereotypes; and encouraging "cross cultural communication and team bonding". (Gayan, Vantage Circle).

Inclusivity Training is essential, especially for companies with global interests. It's not enough to tout a diverse workplace. Companies must hold themselves accountable to ensuring their employees benefit from a safe working environment; one that fosters respect for all employees and empowers them to make valued contributions on a daily basis.

Potential Solutions

For leaders and decision-makers, there are often two types of training they can participate in to foster a more inclusive environment:

1. **Board or Leadership-Specific Training** (include board members where applicable)

    a. Training to help new team members grow and get the support they need to succeed (i.e., recruiting diverse board members is not sufficient, it is mainly about supporting the transition of commonly unrepresented individuals into positions of power)

    b. Training to educate managers and senior leaders of expectations, goals and behaviours of existing and new team members, the responsibility to prioritize equity and inclusion, and education on allyship

2. **Formalized D&I training**
    Introduction to foundational diversity and inclusivity issues, such as inclusive leadership training or unconscious bias training

For training staff at all levels, leading practices suggest employing the following tactics:

1. **Align the training with the organization's goals and strategic plan/vision**
    This assists in "embedding" diversity and inclusivity in the "DNA" of the organization, and not just an activity that is tacked on to the organization's priorities and activities

    This is done by ensuring that diversity and inclusivity is built into the organization's corporate vision and mission.

    *Refer to Resources at the end of this chapter to see different trainings available to you.

2. **Develop consistent messaging from leaders**
   It is critical that leaders demonstrate support and buy-in for the training of staff

3. **Provide training that meets the unique identities of staff**
   For example, there are specific training opportunities for women in leadership

4. **Offer trainings that meet unique learning styles**
   Types of training could include lectures, scenario-based trainings, gamification, etc.

After all these activities, create a plan for sustaining change:

1. **Tracking and measuring data**
   Organizations need to track and measure progress and use the data to assess gaps and report on a regular basis

2. **Build ownership and accountability**
   Identify champions of certain outcomes, so there are people who can lead the progress towards the outcomes identified. It may be beneficial to tie leaders' roles and responsibilities to specific parts of the training and development strategies

3. **Link data back to organization's strategic priorities**

Using the resources available at the Canadian Race Relations Foundation (CRRF) and Ontario Human Rights Commission (OHRC) can benefit all levels of the workforce.

For example, CRRF provides a range of resources and tools, including training programs, conferences, and publications, to support individuals and organizations in their efforts to promote diversity and inclusion.

Benefits

- Create a safe space for all employees

- More productive workforce – when employees feel safe and respected, they are more productive which in turn benefits the organization

A company that is committed to DEI will attract a wider scope of candidates, and benefit from greater retention of existing employees.

Several studies summarized in a recent article from Purdue University found that companies that support or create diverse work environments experience an increase in "profitability, culture and public perception." The blog includes several studies that show how diversity in the workplace "improves company performance" and "improves employee retention." (purdueglobal.edu)

Case Study

Sephora closes all US stores for diversity training after racial profiling allegation

Sephora's lack of diversity and racial sensitivity came under fire, after an incident of racial profiling against the well-known music artist SZA, was exposed.

Their implementation of a 1-hour diversity training for all employees was widely criticized.

Many questioned the effectiveness of this very brief training that appeared to only be happening in response to the bad publicity the incident garnered. However, the company claimed that they were already in the planning stages as part of diversity campaign called "We Belong to Something Beautiful".

Although many remained sceptical, there are those that feel that closing down all stores for this training is still a step in the right direction and sends "an important signal to customers that it values diversity".

Outcomes from this case

- Increased presence of Black-owned products (doubled brand presence of BIPOC owned businesses)
- Joined the **15 Percent Pledge**[2]
- Adapted **Sephora Accelerate**[3] brand incubator program

- Conducted national Racial Bias in Retail study and made their findings available to all retailers
- Created a DEI In-store Experience Dashboard to provide insight to all teams across all regions
- Increased its representation of Black Store Directors by 5% (in 2021)
- Created 19 mandatory inclusivity training courses for all retail employees, including anti-racism, unconscious bias and cultural allyship

Something to Consider

When you hire a new staff member, you train them to do their role accordingly and allow them to bring their unique identities.

However, equally important is training existing staff to foster a sense of understanding and inclusion for those who are new.

This is the importance of training and education for all staff.

Resources

Web Articles

This article discusses how Emtrain, a provider of online diversity, equity, and inclusion (DEI) training, is delivering a new approach to DEI by focusing on behavior change and practical skills training, rather than just information sharing, to drive meaningful and lasting impact in the workplace.
Bersin, J. (2021, October 16). Emtrain Delivers A New Approach to DEI Focused on Behavior Change. Josh Bersin. Retrieved February 6, 2023, from
https://joshbersin.com/2021/10/emtrain-delivers-a-new-approach-to-dei-focused-on-behavior-change/

This article explains how nudge theory, a concept in behavioural economics, can be applied to diversity, equity, and inclusion (DEI) initiatives in the workplace to encourage positive changes in behaviour and attitudes towards a more inclusive culture.
Crescendo (2021, October 5). Nudge Theory in DEI: An Effective Strategy. Retrieved February 6, 2023, from https://crescendowork.com/workplace-inclusion-blog/nudge-theory-in-dei

This article outlines four steps to using behavioral science to achieve desired outcomes in the workplace.
ExecOnline (2020, December 3). 4 Steps To Promote Diversity & Inclusion Using Behavioral Science. Retrieved February 6, 2023, from
https://www.execonline.com/4-steps-using-behavioral-science/

This article discusses strategies for implementing lasting behavior change in organizations, focusing on the importance of creating a supportive environment and addressing root causes.
Hanson, J. (2021, February 4). Behavior Change That Sticks. Retrieved February 6, 2023, from https://www.td.org/insights/behavior-change-that-sticks

Resources

This article defines allyship as a proactive support for a marginalized group to create a more inclusive workplace culture.
Hastwell, C. (2022, December 14). What Is Allyship in the Workplace? Retrieved February 6, 2023, from https://www.greatplacetowork.com/resources/blog/what-is-allyship-in-the-workplace

This article discusses the importance of allyship as a tool for creating a more inclusive and equitable work environment.
He, G. (2022, November 4). Allyship in the Workplace: Ultimate Guide. Retrieved February 6, 2023, from https://teambuilding.com/blog/allyship-in-the-workplace

This article discusses how diversity training in the workplace can help to create a more inclusive and equitable work environment and improve employee engagement, motivation, and performance.
Hurix Digital (2022, December 27). Diversity Training in the Workplace – Importance and Benefits. Retrieved February 6, 2023, from https://www.hurix.com/diversity-training-in-a-workplace/

This article outlines the common challenges faced by companies in implementing effective diversity programs and provides a framework for creating impactful and sustainable initiatives.
Krentz, M., Dean, J., Garcia-Alonso, J., Tsusaka, M., & Vaughn, E. (2019, January 17). Fixing the Flawed Approach to Diversity. BCG. Retrieved February 6, 2023, from https://www.bcg.com/publications/2019/fixing-the-flawed-approach-to-diversity

This article explores the various ways in which a diverse workplace can positively impact a business, including improved performance and innovation.
Purdue University Global (2020, April 2). Does Workplace Diversity Actually Impact a Business? Retrieved February 6, 2023, from https://www.purdueglobal.edu/blog/careers/how-does-workplace-diversity-affect-business/

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This article discusses the challenges and obstacles that exist in creating a diverse and inclusive workplace and how they need to be addressed.
Wright, J. (2019, April 8). Why the Diversity Landscape is Still Slanted Towards Inequality. LinkedIn. Retrieved February 6, 2023, from
https://www.linkedin.com/pulse/why-diversity-landscape-still-slanted-towards-james-wright/

Online Videos

In this video, Lynn Liao of Community Science takes us inside applying Behavioral Change Theories in support of Diversity, Equity, and Inclusion Programs.
Community Science. (2022, August 25). Leveraging Behavior Change Theories to Implement Diversity Equity and Inclusion (DEI) Initiatives [Video]. YouTube.
https://www.youtube.com/watch?v=0iA6Q__HWLw

Other Useful Resources

In this resource, you will find that BlackNorth Initiative is a Canadian initiative that aims to combat systemic anti-Black racism in the country by promoting diversity, inclusion, and equal opportunities in the workplace and beyond.
BlackNorth (n.d.). Resources. Retrieved February 6, 2023, from
https://blacknorth.ca/resources/

In this resource, you will find that the Canadian Leadership Centre (CLC) Toronto is a non-profit organization dedicated to promoting leadership development and diversity in Canadian organizations.
Community Living Toronto (n.d.). About Us. Retrieved February 6, 2023, from
https://cltoronto.ca/about-us/

Resources

The "What Works Toolkit" is a program and initiative by the Innovation, Science and Economic Development Canada that provides a comprehensive guide for organizations looking to enhance their diversity and inclusion efforts.
Government of Canada (2022, September 29). The What Works Toolkit. Retrieved February 6, 2023, from https://ised-isde.canada.ca/site/ised/en/programs-and-initiatives/what-works-toolkit

The Canadian Race Relations Foundation (CRRF) website provides information and resources to promote racial harmony and combat racism in Canada.
The Canadian Race Relations Foundation (n.d.). Home. Retrieved February 6, 2023, from https://www.crrf-fcrr.ca/en/

"DIVERSITY IS HAVING A SEAT AT THE TABLE, INCLUSION IS HAVING A VOICE, AND BELONGING IS HAVING THAT VOICE BE HEARD."

LIZ FOSSLIEN,
Marketing and Design Consultant

Inclusive Programming Activities towards Reducing Individual Bias and Removing Systemic Bias

Overview

Organizations are now investing less in public relations and more in establishing and maintaining an environment that is both diverse and inclusive.

The journey towards a diverse and inclusive workforce starts with acknowledging that "tolerance is not inclusion".

Simply employing diverse individuals in your workplace without properly addressing the issues of harmful bias, systemic bias and discrimination will not reduce barriers or eliminate challenges that diverse employees face.

Failure to address issues of bias, racism and discrimination and respond can cause further harm, reduce morale and affect the dynamics of the team.

A CNBC/SurveyMonkey Workforce Survey found that 80 percent of workers want to be employed by an organization that values DEI.

Failing to implement the proper inclusive programming activities and **inclusive communication**[17] will result in an increased chance of resistance from the party, which may then result in a high turnover rate.

Potential Solutions

- Creating a DEI Program
- Centre the experiences of racialized employees and create opportunities for dialogue and learning
  - Scholarship programs for equity-deserving groups
  - Developing mentorship and sponsorship programs for racialized employees
- Development of inclusive policies
  - Anti-racism/race-equity workplace policies and training
- Use person-first language and imagery
- International potluck dinners; Lunch n' Learns
- Supplier and vendor diversity
- Encouraging the creation of employee resource groups
- Programming on equity related topics

- Create a forum for discussions
  - Use infographics
  - Myth debunking campaigns on race and racism in Canada
  - Bringing in guest speakers and/or organizing education opportunities
  - Host a book club focused on equity-related literature

Benefits

- Encourages employees to bring their whole selves to work

- Cultivates a feeling of belonging for all employees

- Benefits allies with the opportunity to learn about others and their perspectives and experiences

- Builds strong team cultures

Examples of Inclusive Programming

Have team meetings at places that are comfortable for all your employees. For example, is your work holiday lunch at a bar every year? This may make an employee uncomfortable if they don't drink. Also ensure the venue has a few vegetarian options.

Provide meal options that serve all employees (e.g. halal, vegan, vegetarian, dairy-free options).

Show understanding and provide religious and cultural accommodations for staff, including adjusting schedules for prayer times, modifying uniforms etc.

Post or distribute a multifaith calendar and start conversations about holidays and celebrations observed by diverse communities (i.e. Diwali, Kwanzaa, Hanukkah, or Eid) at the office. You may start the meeting by wishing people various holidays and asking them to share how it was celebrated.

Resources

Web Articles

The Inclusive Workplace manual provides guidelines for creating a diverse and inclusive work environment.
Dickey, M. R. (2021, September 27). Tolerance is not inclusion. Here's how to get inclusion right. Retrieved February 6, 2023, from
https://www.protocol.com/manuals/the-inclusive-workplace/inclusion-manual

The article on "Workplace Inclusion Activities" provides suggestions for promoting diversity and inclusivity in the workplace through various team-building activities and initiatives.
Philip-Lye, C. (2022, March 1). 13 workplace activities to foster inclusion. Together. Retrieved February 6, 2023, from
https://www.togetherplatform.com/blog/workplace-inclusion-activities

The article on "Diversity Program Ideas" lists various initiatives and programs companies can implement to foster a diverse and inclusive workplace culture.
SnapComms (2020, July 9). 16 Workplace Diversity And Inclusion Program Ideas. Retrieved February 6, 2023, from
https://www.snapcomms.com/blog/diversity-program-ideas

The article on "DEI Change Management" discusses the importance of effective management and leadership in implementing Diversity, Equity, and Inclusion (DEI) initiatives in the workplace.
Zink, K. (n.d.). The Ultimate DEI Skillset Of 2023? Mastering Change Management. People Managing People. Retrieved February 6, 2023, from
https://peoplemanagingpeople.com/articles/dei-change-management/

Resources

Other Useful Resources

The Inclusive Workplace HR Toolkit provides resources and strategies for promoting diversity and inclusivity in the workplace, including policies and best practices for hiring and accommodating employees with disabilities. The Canadian Association for Supported Employment (n.d.). HR Inclusive Policy Toolkit Inclusive Workplace. Retrieved February 6, 2023, from https://supportedemployment.ca/hrtoolkit/inclusive-workplace/

The "Navigating Race in Canadian Workplaces" toolkit provides guidance for creating a more inclusive workplace by addressing and promoting diversity with a focus on racial equity.
(2018, July 31). Navigating race in Canadian workplaces A toolkit for diversity and inclusion practitioners. Canadian Centre for Diversity and Inclusion. Retrieved February 6, 2023, from https://ccdi.ca/media/1849/20180731-toolkit-navigating-race-in-canadian-workplaces.pdf

The Kapor Center's Tech Leavers study examines the reasons why employees leave the technology industry, with a focus on underrepresented groups and the impact of a lack of diversity and inclusivity in the workplace.
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"INCLUSION IS NOT A MATTER OF POLITICAL CORRECTNESS. IT IS THE KEY TO GROWTH."

JESSE JACKSON

Building Inclusive Leadership Capacities

Overview

Some traits of **inclusive leadership**[4] include cultural knowledge, bias awareness, effective communication, collaboration, empathy and compassion, and equity.

Being an **inclusive leader**[5] means getting all team members involved and not only listening to new or different ideas, but actually putting some of them into practice. (indeed.com)

It is important to have a well-developed DEI strategy, as this creates a positive work environment; allowing your employees to feel supported and included. This leads to higher employee engagement and productivity.

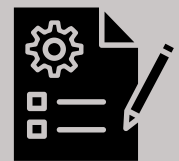Below is an example of a DEI plan (togetherplatform.com) that companies can follow for their businesses:

BE AWARE OF THE CURRENT DEMOGRAPHICS OF YOUR COMPANY
Helps you to identify areas of concern.

SET DEI GOALS
Remember, DEI goals just doesn't mean hiring staff of different backgrounds, but ensuring you foster an equitable and inclusive work environment.

DETERMINE WHAT INITIATIVES TO INCLUDE IN YOUR PLAN
DEI mentoring program.
Employee resource groups.

LAUNCH INITIATIVES
Assign responsibilities.
Track performance.

MEASURE RESULTS AND SHARE WITH LEADERSHIP TEAM
Some measures of success may be increased diversity in leadership; increased diverse employee promotions; employee feedback etc.

Always keep in mind that inclusivity is not a 'one time only' activity. These strategies are meant to be continuous.

A DEI plan/strategy should be reviewed regularly to ensure it is still providing the right tools to maintain and improve a diverse and inclusive workplace.

Potential Solutions

According to Yello, "54% of employees say that they would consider looking for a new job" if their company did not show that they were committed to diversity.

Companies should partner with other organizations and invite speakers to offer different perspectives to broaden their understanding of how they can create an inclusive culture.

Consider the following when selecting a partner or speaker for your department or team:

- Alignment with your company's purpose and principles
- Understanding of DEI principles and various barriers of specific groups
- Meaningful relationships with diverse communities
- Demonstrated history of supporting community initiatives

List of DEI Speakers:
- Janelle Benjamin - Founder & Chief Equity Officer of All Things Equitable
- Maydianne Andrade – Vice Dean @ U of T (Scarborough)
- Nuzhat Jafri – Executrive Director of the Canadian Council of Muslim Women
- Kike Ojo Thompson – kojoinstitute.com
- Dr. Andrew B. Campbell – Educator, Workshop Facilitator, Motivational Speaker, Storyteller and Author
- Dr. Joseph J. Smith – Consultant, Facilitator and Educator

Benefits

- Builds trust among employees
- Allow for more 'voices' at the table (different perspectives shared leads to more creativity and productivity)
- Builds a high performance and positive company culture with a sense of belonging for all
- Higher employee productivity
- Improves retention, which reduces costs related to hiring and onboarding
- Creates brand loyalty
- Increase employee happiness
- Teams are able to adapt quickly to changes

Source: Corporate Wellness Magazine

"Belonging is vital to performance, innovation and retention, and starts with executive commitment."
~ Tonly Bond

According to The Wall Street Journal, increasingly, consumers want to know whether a brand supports diversity and inclusivity in the workforce and society. **More than half (57%) of consumers say they are more loyal to brands that demonstrate commitment to addressing social inequities in all their actions.**

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This article provides insights and research on the benefits of diversity and inclusion in the workplace, highlighting the importance of promoting equity, reducing bias, and creating a supportive and inclusive work environment for all employees.
Yello (n.d.). What Job Seekers Really Think About Your Diversity Practices. Retrieved February 6, 2023, from https://yello.co/resource/white-paper/diversity-and-inclusion-study/

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Other Resources

The definition of "inclusive" in the Merriam-Webster dictionary is "including much or everything; being open to all; broad in orientation; tending to include the stated limit and everything else within it."
Merriam-Webster (n.d.). Inclusive. Retrieved February 6, 2023, from https://www.merriam-webster.com/dictionary/inclusive

The definition of "leadership" in the Merriam-Webster dictionary is "the power or ability to lead other people; the action of leading a group of people or an organization; the quality of being a leader."
Merriam-Webster (n.d.). Leadership. Retrieved February 6, 2023, from https://www.merriam-webster.com/dictionary/leadership

"DIVERSITY REQUIRES COMMITMENT. ACHIEVING SUPERIOR PERFORMANCE DIVERSITY CAN PRODUCE FURTHER ACTION – MOST NOTABLY, A COMMITMENT TO DEVELOP A CULTURE OF INCLUSION.

PEOPLE DO NOT JUST NEED TO BE DIFFERENT,

THEY NEED TO BE FULLY INVOLVED AND FEEL THEIR VOICES ARE HEARD."

ALAIN DEHAZE
CEO of Adecco

Employment Resource Groups/Business Resource Groups

Overview

When organizations start becoming more diverse, it is necessary to create a culture of inclusion.

Having an inclusive organizational culture will prevent employees with unique identities from feeling isolated.

One way to do so is creating Employee Resource Groups. These groups can offer staff with an opportunity to connect with not only colleagues that share their identity, but with supportive allies as well.

Another thing to note is that all employees may not be offered the same opportunities for advancement. Being part of a recognized organization will help provide more windows of opportunity and learning.

Creating an inclusive environment isn't just about hiring talent from diverse backgrounds. A shift in mindset needs to be cultivated. Building connections among your employees can encourage a deeper understanding and respect among team members.

With that, the rate at which Employee Resource Groups are being created is experiencing massive growth, as ERGs have been proven to be an effective strategy in helping employees feel a sense of equity and belonging at their workplace.

Potential Solutions

- Starting an employee resource group
  - Pitch to executives to gain support from leadership
  - Outline a clear plan, including objectives and metrics
  - Set measurable goals for the group
  - Promote continually to raise awareness of the presence of the group
  - Coordinate with other groups on events and initiatives

Something to Consider

Engage in collective decision-making, joint initiatives, and shared strategic plans — not as an add-on but as a rule. It is only from this kind of radical connection that ERGs can graduate from fostering diversity to truly supporting inclusion, equity, and belonging.

Case Studies

JP Morgan's Advancing Black Pathways

JP Morgan's Advancing Black Pathways was created to 'help the Black community chart stronger paths toward economic success and empowerment.'

It recognized that structural barriers in the US created major racial inequalities, which was made worse by the impact of the COVID-19 pandemic.

Along with pledging to commit $30 billion by the end of 2025, they are also leveraging their business expertise, policy and philanthropy efforts.

The three pillars of support include:
- Expanding and supporting Black-owned businesses
- Improving financial health in Black communities
- Advancing career opportunities for Black talent

Outcomes

- 140 students have completed The Fellowship Initiative. An intensive academic and leadership training, helping young men of colour from economically distressed communities to complete high school and prepare them to excel in post secondary education.
  - 100% high school and college acceptance to date
  - $30 million in scholarships and aid provided
- JP Morgan increased number of Black managing directors by 41% and Black executive directors by 53%
- 1250 jobs at minority-owned small businesses was helped to be created or preserved through their Entrepreneur of Colour Funds

Pfizer's DEI efforts

Pfizer, a multinational pharmaceutical company, has implemented various DEI efforts. These efforts are aimed at creating a diverse and inclusive workplace culture, where employees from different backgrounds and experiences feel valued, respected and have equal opportunities for growth and advancement.

Some of Pfizer's DEI initiatives include:

- **Employee resource groups (ERGs)**

Pfizer has established ERGs that serve as a platform for employees to connect, support and mentor each other based on shared experiences, cultures, or personal interests.

- **DEI Council**

Pfizer has a global DEI Council, comprising of senior leaders and representatives from across the company, which works to drive the company's DEI strategy and initiatives.

- **Unconscious bias training**

Pfizer provides unconscious bias training to its employees to raise awareness and help eliminate unconscious biases in the workplace.

- **Recruitment and talent development**

Pfizer strives to attract and retain a diverse pool of talent, and to provide equal opportunities for career advancement. The company also has programs in place to help underrepresented groups build the skills and experience needed to advance in their careers.

These initiatives demonstrate Pfizer's commitment to DEI and to creating a workplace culture that values and respects all employees.

Resources

Web Articles

This article discusses how employee resource groups (ERGs) can be used to foster a sense of belonging in the workplace, and provides tips for creating successful ERGs.

Bastian, R. (2019, February 11). How to Foster Workplace Belonging Through Successful Employee Resource Groups. Forbes. Retrieved February 6, 2023, from https://www.forbes.com/sites/rebekahbastian/2019/02/11/how-to-foster-workplace-belonging-through-successful-employee-resource-groups

This article discusses the importance of Employee Resource Groups (ERGs) in promoting diversity, equity, and inclusion in the workplace, and highlights the shift from ERGs as mere councils to becoming coalitions that drive meaningful change.

Miranda-Wolff, A. (n.d.). The Key to ERG Impact? Moving from Council to Coalition. DiversityInc. Retrieved February 6, 2023, from https://www.diversityincbestpractices.com/the-key-to-erg-impact-moving-from-council-to-coalition/

This article provides an overview of Employee Resource Groups (ERGs) and highlights their benefits for promoting diversity and inclusion, creating a sense of belonging among employees, and contributing to the success of an organization.

Robinson, A. (2022, July 19). 27 Employee Resource Groups Best Practices for 2023. TeamBuilding. Retrieved February 6, 2023, from https://teambuilding.com/blog/employee-resource-groups

Resources

This article explains how Employee Resource Groups (ERGs) can positively impact a company's diversity, equity, and inclusion initiatives by providing a space for underrepresented employees to connect and engage, promoting cultural awareness and sensitivity, and driving meaningful change within the organization.
(2022, June 8). How Employee Resource Groups (ERGs) can impact your diversity, equity and inclusion mandates. Ten Thousand Coffees. Retrieved February 6, 2023, from https://www.tenthousandcoffees.com/blog/how-employee-resource-groups-ergs-can-impact-your-diversity-equity-and-inclusion-mandates

Online Videos

This video provides information about SAP's Black Employee Network (BEN), and advice for Black employees in the tech industry.
Life At SAP. (2022, June 17). SAP Black Employee Network Leaders Share #BlackInTech Advice [Video]. YouTube. https://www.youtube.com/watch?v=IDUNjW2VPlY

This video shares SAP's BEN program centering on mental wellness due to challenges faced by the Black community.
Life At SAP. (2022, October 10). Mental Health and Wellness | SAP Black Employee Network [Video]. YouTube. https://www.youtube.com/watch?v=ITY8zSbaQxc

In this video, the Treasury Board Secretariat Black Employees Network and the Federal Black Employee Caucus offer 3 tips to help you get started.
TBS Canada. (2021, February 9). Three tips for creating a network for Black employees within your department [Video]. YouTube. https://www.youtube.com/watch?v=6WDXhHseW9k

Resources

Other Useful Resources

This article provides a comprehensive guide to Employee Resource Groups (ERGs), exploring their purpose, benefits, best practices, and impact on promoting diversity, equity, and inclusion in the workplace.
(2021, September 27). Catalyst Guide to Employee Resource Groups (Tool). Catalyst. Retrieved February 6, 2023, from
https://www.catalyst.org/research/guide-employee-resource-groups/

This article highlights Pfizer's commitment to promoting diversity and inclusion in the workplace through initiatives such as Employee Resource Groups (ERGs) and diversity training programs, as well as the positive impact these efforts have had on the company's culture and business results.
(n.d.). 2018 Annual Report. Pfizer. Retrieved February 6, 2023, from
https://www.pfizer.com/sites/default/files/investors/financial_reports/annual_reports/2018/our-culture-our-purpose/our-culture/a-diverse-pfizer/index.html

This article discusses JPMorgan Chase's efforts to advance Black careers through initiatives such as its Black Employee Network (BEN) employee resource group and its Advancing Black Pathways program, aimed at increasing representation, development, and career opportunities for Black employees.
(n.d.). Advancing Black Pathways. JP Morgan Chase & Co. Retrieved February 6, 2023, from https://www.jpmorganchase.com/impact/people/advancing-black-pathways/careers

Templates

Disclaimer

This policy template is meant to provide general guidelines and should be used as a reference only. It may not take into account all relevant local, province or federal laws and is not a legal document. Neither the author nor DRUHC will assume any legal liability that may arise from the use of this policy.

DEI Statement

At XYZ Company, we believe that diversity and inclusivity are essential to our success as a business. We are committed to creating a culture in which all employees feel respected, valued, and supported, regardless of their race, ethnicity, gender, sexual orientation, age, religion, ability, or any other aspect of their identity.

To achieve this, we will:

- Recruit and hire a diverse workforce that reflects the communities we serve
- Provide training and development opportunities that promote cultural understanding and inclusion
- Foster an inclusive work environment where all employees feel comfortable sharing their perspectives and ideas
- Hold ourselves accountable for creating a workplace where everyone can thrive
- Continuously review and improve our policies, practices, and programs to promote diversity and inclusion

We recognize that creating a truly inclusive and equitable workplace requires

ongoing effort and commitment. We will work diligently to make this a reality and we are committed to being transparent about our progress. We are dedicated to fostering a culture where all employees can bring their full selves to work and feel valued for who they are.

Anti-Discrimination and Anti-Racism Policy

At XYZ Company, we are committed to creating a work environment that is free from discrimination, bias, and racism. We believe that diversity and inclusion are critical to our success, and we are dedicated to promoting and protecting the rights of all employees, regardless of their race, ethnicity, gender, sexual orientation, age, religion, ability, or any other aspect of their identity.

To achieve this, we have implemented the following policies and practices:
- We prohibit discrimination, bias, and racism of any kind, including but not limited to: harassment, retaliation, and unfair treatment
- We will take immediate action to investigate and address any reports of discrimination, bias, or racism
- We will provide ongoing training and education for all employees to promote cultural understanding and inclusion
- We will hold ourselves accountable for creating a workplace where everyone is treated with respect and dignity
- We will continuously review and improve our policies, practices, and programs to promote equality and inclusion

We recognize that creating a truly inclusive and equitable workplace requires ongoing effort and commitment. We will work diligently to make this a reality and we are committed to being transparent about our progress. We are dedicated to fostering a culture where all employees can bring their full selves to work and feel valued for who they are.

[1]Anti-Harassment Policy

At XYZ Company, we are committed to providing a work environment that is free from all forms of harassment. We believe that every employee has the right to work in a professional and respectful environment, free from intimidation, hostility, and abuse.

To achieve this, we have implemented the following policies and practices:

- We prohibit all forms of harassment, including but not limited to: sexual harassment, racial harassment, and bullying
- We encourage employees to report any instances of harassment they experience or witness
- We will conduct prompt, thorough, and impartial investigations into all reports of harassment
- We will take appropriate action to address any violations of this policy
- We will provide ongoing training and education for all employees to promote understanding of what constitutes harassment
- We will hold ourselves accountable for creating a workplace where everyone is treated with respect and dignity
- We will continuously review and improve our policies, practices, and programs to prevent harassment

We recognize that creating a truly inclusive and equitable workplace requires ongoing effort and commitment. We will work diligently to make this a reality and we are committed to being transparent about our progress. We are dedicated to fostering a culture where all employees can bring their full selves to work and feel valued for who they are.

[1]**You may also refer to Ontario Human Rights Commission's** A policy primer: Guide to developing human rights policies and procedures **for more information.**

Glossary

AFFINITY BIAS[11]
Favoring employees who "fit your culture." This often means hiring and promoting people with similar interests, experiences, and backgrounds to existing company management. (forbes.com)

ALLYSHIP is an active and consistent practice in which a person in a position of privilege and power seeks to operate in solidarity with a marginalized group. Allyship is not an identity—it is a lifelong process of building relationships based on trust, consistency and accountability with marginalized individualized and/or groups of people. Allyship is not self—defined—a person's work and efforts must be recognized by the people they seek to ally themselves with.

ANTI-ASIAN RACISM is the discrimination and prejudice against Asian communities based on differences in appearance and culture. Racism against Asian Canadians has a long history in Canada and has manifested through discriminatory voting laws, exclusionary immigration policies, internment camps, forced relocation and hate crimes. Asian Canadians are generally from East, Southeast, South, Central or West Asia.

ANTI-BLACK RACISM refers to policies and practices embedded in Canadian institutions that reflect and reinforce beliefs, attitudes, prejudices, stereotyping and/or discrimination that is directed at people of African descent and is rooted in their unique history and experience of enslavement and colonization here in Canada.

ANTI-INDIGENOUS RACISM The ongoing race-based discrimination, negative stereotyping and injustice experienced by Indigenous Peoples in Canada. It includes ideas and practices that establish, maintain and perpetuate power imbalances, systemic barriers and inequitable outcomes that stem from the legacy of colonial policies and practices in Canada. Systemic anti-Indigenous racism is present in discriminatory federal policies such as the Indian Act and the residential school system; in the overrepresentation of Indigenous people incarcerated and child welfare systems; as well as inequitable outcomes in education, well-being and health.

ANTI-RACISM is an active and consistent process of change to eliminate individual, institutional and systemic racism as well as the oppression and injustice racism causes.

Glossary

BACK-CHANNELING is a term that happens when conversations are held between a smaller number of people - excluding the group of people as a whole. These types of conversations may include disagreements that were not voiced inside the group setting and are being discussed behind closed doors.

BIAS is the tendency, inclination or prejudice toward or against something or someone. Biases are mental shortcuts based on social norms and stereotypes.

BELONGING is having a meaningful voice and the opportunity to participate in the design of political, social and cultural structures that shape one's life—the right to both contribute and make demands upon society and political institutions. Belonging requires mutual power, access and opportunity among all groups and individuals within a shared container (such as a society, organization, club, etc).

CONFIRMATION BIAS[12]
The tendency to seek out information that supports our existing beliefs and opinions while looking past information that contradicts them. We all do this to some extent, but for leaders, we can lose trust from our teams at best and come across as unethical at worst. (forbes.com)

DIVERSITY The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique and recognizes our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio–economic status, age, physical abilities, religious beliefs, political beliefs or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual. Diversity can also be considered in terms of organizational, professional and societal differences.

DIVERSITY AND INCLUSIVITY TRAINING[1] can be defined as an initiative to create awareness about the diversity within the workforce and bring about cohesiveness in teams. It aims at facilitating positive interactions, reducing prejudice and discrimination.

Glossary

EMPLOYEE RESOURCE GROUPS[18] (ERGs) are voluntary, employee-led groups that foster a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives. Other benefits include the development of future leaders, increased employee engagement, and expanded marketplace reach. (catalyst.org).

EQUITY refers to the rights of the individual to an equitable share of the goods and services in society. However, equality of treatment will not guarantee equal results. Creating equal results sometimes requires treating people differently from each other. Focusing on the results instead of the treatment is the concept of equity.

FIFTEEN PERCENT PLEDGE[2] is a US-based non-profit organization with a call to action for major retailers and corporations to join them in creating sustainable and supportive ecosystems for Black-owned businesses to succeed.

IMPLICIT BIAS[10] (also known as unconscious bias) - "unconscious attitudes and stereotypes that can manifest in the criminal justice system, workplace, school setting, and in the healthcare system. Culture, media, and upbringing can also contribute to the development of such biases." (simplypsychology.org)

INCLUSION refers to acknowledging and valuing people's uniqueness to enrich social planning, decision–making, and quality of life for everyone. In an inclusive municipality, we each have a sense of belonging, acceptance, and are recognized as valued and contributing members of society. Real inclusion takes place when those already included in the "mainstream" learn from those who are excluded and initiate change.

INCLUSIVE COMMUNICATION[17] refers to sharing information in a way that is accessible and understandable by all individuals, ensuring that different communication channels and inclusive language are utilized.

INCLUSIVE LEADERS[5] support and encourage diverse ideas, talents, and perspectives. They foster collaboration and communication among their employees. They are able to inspire teams to work towards individual as well as team goals. (indeed.com)

Glossary

INCLUSIVE LEADERSHIP[4] - "encompasses traits to counter discrimination, bias and favor based on color, race and other protected characteristics. It allows employers"—and employees—"to feel valued for who they are, how they think and feel and what they have to say". (indeed.com)

INDIVIDUAL BIAS[14], refers to "learned beliefs, opinions, or attitudes that people are unaware of and often reinforce stereotypes. These personal biases are unintentional, automatic, and inbuilt, leading to incorrect judgments." (getimpactly.com)

INTERSECTIONALITY The intersection, or crossover, of our many identities affects how each of us experience life. These intersections occur within a context of connected systems and structures of power (e.g., laws, policies, state governments, other political and economic unions, religious institutions—and media).

MICROAGGRESSION[6] is the everyday verbal, non-verbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory or negative messages to target persons based solely upon their marginalized group membership.

MICRO-ASSAULTS[7]
"A micro-assault is a type of overt discrimination or criticism that is done intentionally to discredit a marginalized group. This type of micro-assault includes indirect put-downs, belittling or bullying behavior, such as racial epithets carved into a wall, the posting of historically offensive symbols, such as confederate flags or swastikas, slurs said to others related to religion or sexuality, such as mocking a group's dress or cultural norms, or other language or actions that signal to the marginalized group that they are inferior and worthy of mistreatment or bias." (baker.edu)

MICRO-INSULTS[8]
"A micro-insult is a comment that communicates that the demographic group is not respected, but the target is seen as an exception to the stereotype. It is often seen as a compliment in the eyes of the person who said it but is actually a direct insult to the person who receives it. The one who is delivering the microinsult often does not even realize they have insulted the target because of their own unconscious bias or prejudice." (baker.edu)

Glossary

MICRO-INVALIDATIONS[9]
"A microinvalidation is a comment or action that dismisses the experiences of historically disadvantaged group members. It is especially common for members of a group who would like to see change or express themselves when it comes to the challenges they have faced as a marginalized member of society, but all too often the target is dismissed, discredited and even laughed at by those who did not experience the same thing or do not want to draw attention toward themselves and also become a target." (baker.edu)

NAME BIAS[13]
A discriminatory act that involves a negative judgment or preference for a person's name. In recruitment, a candidate's name affects the hiring decision through either conscious or unconscious bias motives. Taking into account a candidate's name as a reason not to hire is a prejudiced action. (ciivsoft.com)

RACISM is an ideology that either directly or indirectly asserts that one group is inherently superior to others. It can be openly displayed in racial jokes and slurs or hate crimes, but it can be more deeply rooted in attitudes, values and stereotypical beliefs. In some cases, these are unconsciously held and have become deeply embedded in systems and institutions that have evolved over time. Racism operates at a number of levels, in particular, individual, systemic and societal. Racism is a wider phenomenon than racial discrimination. While the Code seeks to combat racism through public education and the advancement of human rights, not every manifestation of racism can be dealt with through the current human rights complaint mechanism and process. Nevertheless, racism plays a major role in fostering racial discrimination.

SEPHORA ACCELERATE[3] is a brand incubation program dedicated to building a community of innovative, inspirational brand founders in beauty. With a focus on founders who are people of color, in line with their commitment to the 15 Percent Pledge, their goal is to ensure there are brands in the beauty industry representative of the colors, races, and ethnicities that make up the Americas.

SYSTEMIC BIAS[15], or in other words institutional bias, is the tendency for procedures and policies of particular institutions to operate in a way that favours a specific group of individuals over others, not because of intentional discrimination; rather simply because of existing rules or norms.