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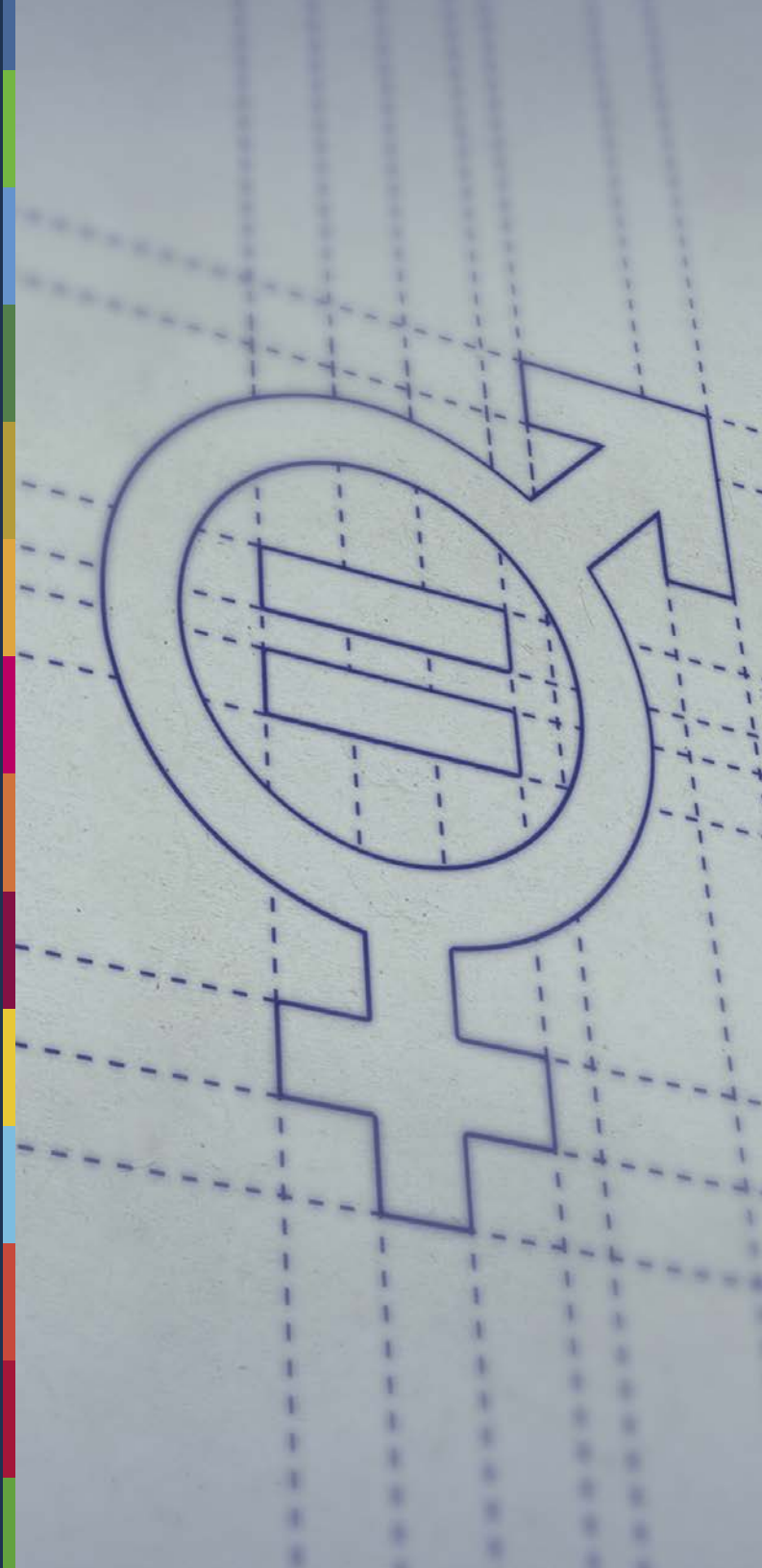
Global Compact
Network Canada

Blueprint for Gender Equality

Leadership in the
Canadian Private Sector

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Global Compact
Network Canada

ABOUT THE GCNC

The GCNC is the Canadian network of the United Nations Global Compact, an organization dedicated to catalyzing business action to advance the Sustainable Development Goals (SDGs) and the 10 Principles of the UN Global Compact in Canada. GCNC and its many corporate and nonprofit participants unify and build the capacity of the Canadian private sector to embrace sustainable business practices by convening and accelerating opportunities for multistakeholder collaboration. SDG 5 – achieving gender equality and empowering all women and girls – is central to the successful realization of all 17 SDGs.

01

The landmark adoption of the Sustainable Development Goals (SDGs) in 2015 introduced SDG 5: Gender Equality, which emphasizes that achieving gender equality and empowering all women and girls is essential for the holistic development of society and the economy. Although globally there is no shortage of internationally agreed upon tools and resources, national policies, and declarations on gender equality goals, for many countries gender equality is a far-reaching vision. Seizing the commonality and potential synergies coming from the Government of Canada's commitment to advance gender equality, in 2017, GCNC received support from the Department for Women and Gender Equality (formerly known as Status of Women Canada) to develop a project to accelerate action on SDG 5. The resulting three-year project, Gender Equality Leadership in the Canadian Private Sector, was designed to engage Canadian businesses in eliminating barriers faced by women in the workplace and improve women's economic security and prosperity. Although the challenges that women encounter are pervasive, our project acknowledges that gender-based barriers are not exclusive to women and aims to address obstacles faced by all employees and workers in order to improve workplace equality and inclusion.

In order to effectively support workplace gender equality, GCNC established active partnerships with over twenty private sector enterprises and expert organizations to ensure that all our recommendations and outputs were accurate, relevant, and realistic. Working with diverse organizations has grounded our project in the complex reality of workplace gender issues that exist throughout the pipeline within different industries and sectors in Canada. Over the course of three years, we have held workshops, webinars, and feedback calls with our participating companies and advisory partners to develop, test, and implement a Blueprint for Gender Equality Leadership in the Canadian Private Sector and a Maturity Model assessment tool that

work together to untangle this complexity and create a clear roadmap for organizations to achieve gender equality. The Blueprint calls on companies to demonstrate leadership by taking bold actions that are built on strong foundations of authenticity, integrity, and responsibility. Self-reflection is crucial and the Blueprint includes assessment questions that will facilitate this process.

Together with the project participants, we discussed key challenges that inhibit the advancement of gender equality, and also brainstormed progressive solutions and recognized best practices. As a result, we were able to identify various systemic, cultural, and institutional factors preventing

or slowing the progression of workplace gender equality. These deep-rooted challenges and barriers demonstrate that while commitment to workplace gender equality may exist in Canada, it has not yet translated into meaningful progress. In order to bring about significant change, the private sector must move beyond good intentions to actively pursue the goal of achieving gender equality in the workplace.

By partaking in this project, our participating companies have demonstrated that they prioritize the advancement of gender equality. While the Blueprint highlights Canadian organizations that have displayed leadership as well as a number of innovative and thoughtful practices being implemented

across the country, much more remains to be done to drive progress. We hope that these participating companies are the first of many to use the Blueprint and Maturity Model to work towards creating workplaces that work for all employees and workers in Canada.

Ayman Chowdhury
Head of Secretariat

STATEMENTS FROM PARTICIPATING COMPANIES TO THE PROJECT

Conversations on gender equity and the advancement of women have been a priority of ATB's people strategy for some time – we were intentional in becoming involved with the Gender Equality Leadership in the Canadian Private Sector project. Although we still have work to do, the project has allowed us to learn so much more about the current state of gender equity and equality for women across Canada. We are now armed with tools, insights, and practical recommendations about how to advance the issues meaningfully and powerfully. We know we'll reap the benefits of this project for years to come and create a more psychologically safe, inclusive, and diverse culture for current and future ATB team members.

ATB

Promoting and valuing diversity across the company is an integral part of BASF's strategy and is also embedded in our corporate values. As a company that strives to eliminate barriers that our female colleagues could face in the workplace, getting involved in the Gender Equality Leadership in the Canadian Private Sector project was both a great opportunity and a natural step. BASF has set ambitious targets for the hiring and promotion of women, and we are excited to collaborate with the GCNC to further the conversation and create tangible action to support the inclusion and advancement of women in the Canadian private sector.

BASF We create chemistry

Diversity and inclusion have been hallmarks of Baker McKenzie's culture for decades. We also have a long history of working closely with the UN Global Compact and the GCNC, so this project felt like a natural fit. Our firm views gender equality not only as a women's issue but also as a business issue that everyone must champion. We recognize the importance of pushing for gender equality for both our clients who expect it, and our people who deserve it. This project has enabled us to gain insight into the areas where we can further improve our efforts to realize our firm's gender equality objectives and we value the opportunity to contribute to, and benefit from, the Blueprint.

Baker McKenzie.

Blakes has a long history of supporting women in law and women professionals, and we are proud to remain at the forefront of this movement by joining this project. Throughout the years, we have not wavered in our determination to support gender equity and create opportunities for women within our firm and in law and business in general. Blakes is a better place, and our work lives are richer and more vibrant, because we recognize and celebrate the extraordinary leadership, dedication, and intellectual contributions of great women.

Blakes

CAE joined the Gender Equality Leadership project because we are committed to actively building a company that is more open, progressive, and people-centric, and creating a workplace where all employees can feel accepted, included, and valued for who they are. CAE's multi-year Diversity and Inclusion initiative is focused on fostering an inclusive, gender-diverse, bias-free environment and strengthening the representation and development of women in leadership positions.

CAE

IKEA Canada is committed to taking a leading role in advancing gender equality in the workplace. We believe this blueprint will be a valuable tool for companies to commit to advance and measure gender equality in the workplace. We feel privileged to have been part of a team of other organizations that have taken on the responsibility to establish a blueprint for what gender equality should look like in Canada. IKEA strongly believes that equality is a human right and has committed globally to gender equality in all positions, equal opportunities and equal pay for equal value.

IKEA

At Riverside Natural Foods we truly believe that, as a private company with over 450 employees, we can make a difference in the world and be an agent of change. Achieving gender equality within our company, our country, and around the globe is critical to success and economic development for the future. Only when all employees are allowed to reach their full potential, participate fully based on their capabilities, and gain fair compensation for their work, will we all be successful. Participating in the Gender Equality Leadership in the Canadian Private Sector project helps us identify what we need to improve to achieve gender equality.

Riverside natural foods ltd

Export Development Canada (EDC) joined the Gender Equality Leadership in the Canadian Private Sector project as a proponent and champion for gender equality, diversity, and inclusion in the workplace. EDC believes that increasing diversity in the workplace and striving for equal representation is not only a responsible business practice, it's also a best business practice as it provides a competitive advantage to those companies that embrace it. EDC worked on this project to help other organizations make similar progress because a more inclusive business ecosystem is also a more competitive one.

EDC
Export Development Canada | Exportation et développement Canada

Nutrien is committed to promoting diversity and inclusion – in our own workforce, across our value chain, and in our communities – so we're proud to partner with Global Compact Network Canada and the Department of Women and Gender Equality and the other participating companies on this project. The Blueprint has the potential to help employers across this country to make meaningful strides towards true gender equality.

Nutrien™

We are committed to ensuring that Scotiabank remains a diverse and inclusive workplace for the benefit of our employees, customers, and communities. While we are excited by the progress we have made, we understand that we will always have more work to do in this area. Inclusion is not a fixed destination, and we won't ever "arrive." Participating in the Gender Equality Leadership in the Canadian Private Sector project has provided opportunity for Scotiabank to help elevate the conversation around equality for women in the workplace and share best practices with like-minded organizations. This collaboration across sectors accelerates learning and fosters innovation, which helps us to collectively uncover new ways to advance women at work.

Scotiabank

SNC-Lavalin created six regional Diversity & Inclusion (D&I) networks supporting our global D&I implementation. Each regional network has an executive sponsor to tailor the efforts to its respective local culture. We have seen an increase in the number of women in managerial senior, technical and professional roles over the past five years. We support the Women's Transportation Seminar (WTS) and are a member/supporter of Catalyst, a global non-profit organization that works with companies around the world to accelerate women into leadership. We have online diversity training modules for all employees, and a one-day workshop tailored to senior leaders and managers.

SNC · LAVALIN

Stantec is dedicated to helping women build confidence, expand their sphere of influence, and remove obstacles and biases with the ultimate goal of providing equal opportunity for their development and advancement. At Stantec, we create opportunity by inviting, embracing, and celebrating differences and work to promote an inclusive workplace for all. Stantec recognizes the need and responsibility to support the development of a robust gender equality framework from the GCNC project and is excited to create change – how we are recruiting, developing, promoting, and rewarding women in the Canadian private sector.

Stantec

At TELUS, we honour women, individuality, and celebrate the diversity within our team, our company, and the communities where we live, work, and serve. To be a leader in diversity and inclusion and gender equality means ensuring that our amazing team reflects the diversity of our customers and communities at every level of the organization. TELUS is proud to participate in the Gender Equality Leadership in the Canadian Private Sector project. We are pleased that Leadership, Inclusion, and Transparency and Accountability are the key cornerstones of the Blueprint, as it offers a comprehensive framework to inform solutions aimed at removing systemic, cultural, and institutional barriers that must be addressed in order to achieve gender equality in the workplace.

TELUS

Sodexo joined the Gender Equality Leadership in the Canadian Private Sector project because we believe in sharing best practices between enterprises to help each other. At Sodexo, greater diversity and inclusiveness are part of a cultural transformation that requires time and humility. We believe that gender balance fosters creativity and innovation, and ultimately drives better business results. When women reach their full potential, business and society are stronger and more successful.

sodexo
QUALITY OF LIFE SERVICES

Starbucks is committed to gender equality as it aligns with our Mission and Values of creating a culture of warmth and belonging, challenging the status quo, and connecting with dignity and transparency. We are a leader in helping address complex social issues and gender equality is one of these challenges – it is a critical issue for our community and economy and requires those who can make a difference to mobilize and make an impact.

Turner & Townsend is excited to participate in the Gender Equality Leadership in the Canadian Private Sector project. At Turner & Townsend, we have been on a journey to raise awareness of gender in the workplace and have held multiple events throughout Canada that have encouraged conversations about gender, diversity, and inclusion in the workplace. Participation in this project for us is very important to share what we have learned, gain insights on emerging practices, and collaborate with peers that are committed to addressing wicked challenges and barriers for gender equality in the workplace.

Turner & Townsend

Unilever Canada became involved with the Gender Equality Project to complement the work we are already doing to help build a fair and inclusive world. Unilever's vision is that every woman and girl can define their own unique path, free from harmful norms and stereotypes. We believe a world where women are economically empowered will be a fairer, happier and more prosperous place to live for everybody – and that our business will flourish in it. By Unilever Canada sharing best practices and enablers, we aim to be a leading force alongside the UN Global Compact to help other private sector businesses make an inclusive workplace commonplace.

Williams Engineering's commitment to diversity and equality goes beyond just words; it's part of our core values that enables our organization to create an equal and inclusive environment that endeavours to discover the full potential of our people. We live out our values, and realize our full potential, when we commit to investing in women and remove barriers that prevent women from advancing in their careers. It is our responsibility to create and encourage a workplace where women are equally valued, empowered, and are provided with opportunities to grow and succeed.

At the Vancouver Airport Authority (YVR), we actively demonstrate our commitment to achieving gender equality by engaging a diverse and inclusive workforce with ambitious employment equity targets. While YVR is proud of our achievements, we know there is more to do in achieving gender equality, which is why we joined the Gender Equality Leadership in the Canadian Private Sector project.

STATEMENTS FROM ADVISORY PARTNERS TO THE PROJECT

Catalyst was a proud supporter and contributor to this project because we believe that true and lasting gender equality at work will only come from close collaboration between business, government, and the not-for-profit sectors. Catalyst's work in research and capability building, combined with the day-to-day application of these tools inside Canadian workplaces and appropriate legislative change, will drive progress for women at all levels and across all sectors.

The WE EMPOWER programme of the European Union, UN Women, and International Labour Organization is pleased to support Global Compact Network Canada in developing the Blueprint for Gender Equality Leadership in the Canadian Private Sector. The Blueprint is a comprehensive resource to support gender equality in the workplace and encourages deeper commitments and actions through frameworks such as the Women's Empowerment Principles.

A strong proponent for Gender Equality Leadership in the Canadian Private Sector, CAMSC welcomed the opportunity to participate in the Blueprint. Having seen the positive impacts of the implementation of gender equality in both the workplace and the Canadian economy at large, CAMSC supports and advocates for the use of the best practices, tools, and resources as detailed in this guide. Only as our business leadership moves closer to gender equality will we see a more productive, innovative, and strengthened economy as we utilize the full power of diversity.

We strongly believe that the future of Canadian innovation is centred on diversity and equity and built on the mindset of connectivity of people, profits, and possibilities in business. The Gender Equality Leadership in the Canadian Private Sector project proactively educates while highlighting how leaders can shift the business framework to foster inclusivity and increase women's representation in leadership. Matrix360 is honoured to support as an Advisory Partner through the contribution of knowledge, guidance, and tangible solutions to move the conversation from talk to action.

WEConnect International's mission is a simple one: connecting women-owned businesses with global value chains so that they can grow their businesses. Our work directly supports UN SDG 5 on achieving gender equality. Working with the GCNC has allowed us to collaborate and share our experience with other organizations, also dedicated to making substantive improvements in gender equality in the Canadian private sector. The Blueprint created within this project, from the perspective of the work we do every day, is necessary for achieving gender equality in the workplace in Canada. We are honoured to have participated, and we look forward to seeing the impact.

02

Note about Terminology: We employ the term *gender equality* throughout the Blueprint and Maturity Model instead of terms like *gender equity* or *gender parity* because it best represents the concept we are trying to capture. The term *gender equality* also aligns with Sustainable Development Goal #5: Achieve gender equality and empower all women and girls, and it is used frequently by the Government of Canada and the Department for Women and Gender Equality. It should be noted, however, that *equity* and *parity* are both relevant components of *gender equality.*

Most of the research and data currently available on workplace gender equality in Canada highlights the difficulties women face when compared to men's career progression, opportunities, and experiences. While our primary focus is on removing engrained barriers for women in the workplace, advancing gender equality in the private sector includes significant elements specifically geared towards men, while also acknowledging that gender identity and expression is not limited to the binary polarization of women and men. We are encouraged by steps being taken by the Government of Canada to allow for a diverse official expression of gender identity and look forward to the ramifications this movement will have within the private sector and for the future of workplace gender equality.[1]

Diversity: Individual differences based on race, ethnicity, sexual orientation, gender identity and expression, socio-economic background, ability, culture, beliefs, marital status, education, life experiences, and other identity makers.

Equal Pay for Equal Work: The notion that all genders should receive equal compensation for substantially the same job (e.g. two chefs or two machine operators on the same line).

Equal Pay for Work of Equal Value (Pay Equity): The notion that comparable jobs in male-dominated and female-dominated industries receive substantially the same compensation (e.g. typical female jobs such as librarian or childcare worker can be compared to typical male jobs such as truck driver or firefighter).

Gender: Refers to roles, behaviours, activities, and attributes that society constructs or may consider appropriate for men and women. It can result in bias, stereotyping, and limitations on what is expected, possible, and valued in people in the workplace based on their gender.

Gender Analysis: An approach for considering gender issues in all aspects of workplace policy and program development. The purpose of a workplace gender analysis is to assess the impacts of policies and programs on different genders while also ensuring that their different roles, needs, and participation are taken into account. Also referred to as gender-based analysis.

Gender Audit: A gender audit is a process used to assess the integration of gender equality into all aspects of an organization.

Gender-Based Violence: Gender-based violence is violence committed against someone based on their gender, gender identity, or expression. It can be physical, verbal, sexual, or psychological. Sexual- and gender-based harassment are forms of gender-based violence.

Gender Bias: Conscious or unconscious attitudes about gender that can negatively influence perception and treatment of those belonging to a specific group. Oftentimes bias is rooted in the notion that there are fundamental differences among genders that can be used to justify prejudice or discrimination.

Gender-Disaggregated Data: Data that is organized by gender identity, such as men, women, and a range of gender identities within the spectrum.

Gender Equality: The principle of equal rights, responsibilities, and opportunities for people of all gender identities and expressions. Gender should not prevent anyone from pursuing or accessing these rights, responsibilities, and opportunities.

Gender Equality Champion: Individuals who actively and visibly prioritize, speak out, and act in support of gender equality and women's empowerment within an organization.

Gender Equality Indicators: Gauges that can be used to measure and evaluate gender equality status or progress over time. Common indicators include the wage gap, figures related to representation, retention and promotion rates, etc.

Gender Equality Strategy: A plan of action to advance gender equality and women's empowerment within, or as a complementary component to an organization's business strategy. A gender equality strategy should include a commitment to gender equality from leadership, specific initiatives and short- and long-term goals, and measures to ensure accountability.

Gender Expression: How a person publicly expresses or presents their gender through actions, behaviour, and appearance. A person's gender expression may or may not be aligned with their sex, gender identity, or sexual orientation.

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1   For more on steps being taken by the Government of Canada to support diverse gender expression, see: The Privy Council Office, "The Collection, Use and Display of Sex and Gender Information at the Federal Level," *Government of Canada*, 2018; Department of Justice, "Bill C-16: An Act to Amend the Canadian Human Rights Act and the Criminal Code," *Government of Canada*, 2017; Statistics Canada, "Sex and Gender," *Government of Canada*, 2019; Immigration, Refugees, and Citizenship Canada, "Canadians Can Now Identify as Gender 'X' on their Passports," *Government of Canada*, 2019; Treasury Board of Canada Secretariat, "Modernizing the Government of Canada's Sex and Gender Information Practices: Summary Report," *Government of Canada*, 2018.

Gender Identity: Refers to a person's deeply felt sense and experience of gender. A person's gender identity may or may not be aligned with the sex they were assigned at birth. Employees may undergo transitions in the workplace to align their gender identity with their outward appearance.

Gender-Responsive: Being aware of the differences and inequalities between different genders and taking active measures to reduce those inequalities and address their different needs.

Gender-Sensitive: Being aware of the differences and inequalities between different genders.

Gender-Sensitive Data: Data that takes into account the gender dimension of participants or subjects. The consideration that all genders have different experiences, understandings, and needs can lead to more contextualized and less biased data.

Gender Stereotypes or Norms: Generalizations, attitudes, or customs related to typically male or female gender roles that can impede progress towards equality and be used to defend gender-based discrimination (e.g. women are non-confrontational and not suited for leadership roles, while men are independent and incapable of nurturing babies/young children).

Gender Targets: Measurable numerical goals, usually related to gender representation, that an organization seeks to reach within a specific period of time.

Gender Quotas: Strictly observed numerical goals related to gender representation, which are usually issued by policymakers to ensure organizations meet predetermined standards.

Inclusion: Values and behaviours that enable organizations to embrace all employees' backgrounds, experiences, and perspectives, which in turn increases their abilities, innovation, creativity, and contributions. Inclusion embeds gender equality and other diversity practices in the workplace by helping employees to feel valued, respected, empowered, and part of the organization.

Intersectionality: A theory first coined by Black American civil rights advocate Kimberlé Crenshaw. The term intersectionality defines the notion that social identities, such as race, ethnicity, gender identity, biological sex, sexual orientation, age, socio-economic status, disability/ability, marital status, migration status, religion, and education, overlap and intersect in dynamic ways that shape each individual and their experiences.

LGBTQ2+: An acronym standing for lesbian, gay, bisexual, transgender, intersex, queer, and two-spirit. There are different acronyms used by various communities; the plus is used as a term of inclusion to acknowledge the diverse ways that people may identify. Internationally, the acronym LGBTI is often used.

Mentorship: A relationship between a mentor – usually more experienced and senior – and a mentee –usually more junior – in which the mentor provides reactive career advice, guidance, and feedback to help a mentee improve performance.

Sex: Refers to the biological classifications of people as males, females, or intersex, usually assigned at birth. A person's sex may or may not be aligned with their gender identity. An employee's sex is personal, confidential information.

Sexual Orientation: A person's attraction (emotional, affectional, and sexual) to other people. An important concept in the workplace; people of all sexual orientations should be protected against discrimination and harassment in their workplace.

Sponsorship: A relationship between a sponsor – typically a senior leader or someone who has influence and decision-making capabilities – and a protégé in which the sponsor advocates, protects, and fights for their protégé's career advancement and access to critical opportunities for development.

UN Sustainable Development Goal 5 (Gender Equality): The aim of this goal is to achieve gender equality and empower all women and girls. SDG 5 has 9 targets and 14 indicators that support the realization of this goal.

Note on Sources: Definitions have been informed by the following sources: UN Women, UN Global Compact, UNESCO, Government of Ontario, Ontario Pay Equity Commission, Canada's Department of Women and Gender Equality, Ontario Human Rights Commission, the 519 Glossary of Terms, Interaction, Government of Canada, Canadian Women's Foundation, WHO and UN Free and Equal Australian Workplace Gender Equality Agency, European Institute for Gender Equality, Catalyst, McKinsey & Company, Global Diversity Practice, and Institute for Intersectionality Research and Policy.

03

The rise of corporate sustainability is motivating businesses to acknowledge that they cannot keep doing business as usual and, instead, must integrate environmental, social, and economic drivers for long-term success. Gender equality, one of the 17 Sustainable Development Goals, cannot be achieved without the active engagement of the private sector. With this in mind, the objective of the Gender Equality Leadership in the Canadian Private Sector project was to help organizations turn their commitment to advancing gender equality in the workplace into concrete action and real progress.

5 GENDER EQUALITY

PRIORITIZE GENDER EQUALITY AS A KEY BUSINESS OBJECTIVE AND EMBED IT WITHIN YOUR ORGANIZATION
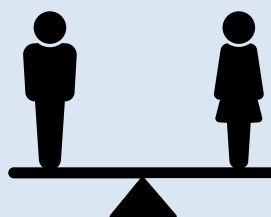
EXISTING BARRIERS TO GENDER EQUALITY

Various systemic, cultural, and institutional factors have prevented or slowed the progression of workplace gender equality. Entrenched gender stereotypes and biases, apathy, lack of knowledge, and barriers within male- and female-dominated industries contribute to discriminatory practices, unequal career development or professional opportunities, gender wage gaps, inadequate workplace safety and wellbeing measures, and uneven work-life balance.

BREAK BARRIERS AND ACCELERATE PROGRESS

Despite the complex challenges, the Blueprint for Gender Equality Leadership in the Canadian Private Sector focuses on solutions, recommendations, and successful practices intended to inspire action to bring about positive change for all employees, workers, and employers. It is an actionable roadmap designed to support organizations looking to break these systemic, cultural, and institutional barriers and improve performance on a number of different gender equality attributes in the workplace.

INCLUSION

LEADERSHIP

TRANSPARENCY
& ACCOUNTABILITY
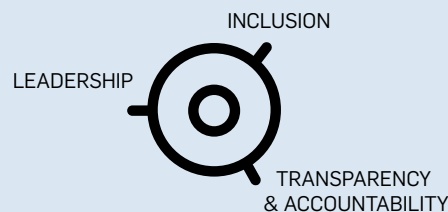
FUTURE-PROOF YOUR ORGANIZATION BY SUPPORTING THE INDIVIDUAL NEEDS OF THE WORKFORCE

BE PROACTIVE AND TRANSPARENT WHEN ADDRESSING INEQUALITY

TARGET THE THREE CORNERSTONES OF GENDER EQUALITY

The Blueprint for Gender Equality Leadership in the Canadian Private Sector was built on three years of primary and secondary research and active collaboration with participating companies from the private sector and advisory partner organizations. The Blueprint features a number of proven methods and practices, both large and small, to improve gender equality in the workplace with a specific focus on three cornerstones: leadership, inclusion, and transparency and accountability. These cornerstones are broken down further to include a number of different attributes and more detailed information on how to advance gender equality.

APPLYING INSIGHTS, LESSONS LEARNED, AND BEST PRACTICES

The Blueprint contains comprehensive learnings that are applicable to any organization regardless of its size, industry, lifespan, business segments, staff location, type of workers retained, or how far advanced it is when it comes to achieving gender equality. Some of the major insights and lessons learned from the project are as follows:

THE PURSUIT OF GENDER EQUALITY BENEFITS ALL

- Pursuing gender equality is an ongoing journey; every organization must start somewhere and have a long-term strategy in place to continue to work at improving.

- Improving gender equality in the workplace will benefit all genders; it is not simply a woman's issue and must also be approached from the perspective of intersectional identity factors, including race, ethnicity, sexual orientation, religion, ability, age, etc.

BUSINESS LEADERSHIP AND COLLABORATION

- Bold leadership commitment combined with visible action is critical to successfully advancing gender equality in the workplace and a key factor to motivating others to follow suit.

- Gender equality should be prioritized as a key business objective and embedded in all aspects of an organization and its operations with specific accountability mechanisms.

- Private sector businesses must collaborate and work with each other and with the government to solve systemic issues and motivate each other to achieve gender equality leadership.

SUPPORT THE WORKFORCE AND BUILD CAPACITY

- Strategic communication is key when it comes to raising awareness, building capacity, and ensuring that everyone understands why the organization prioritizes gender equality and how to work towards the same goals.

- Continuous learning, education, and training initiatives are fundamental methods of addressing and preventing gender stereotypes, biases, and misinformation.

- Proactively adapting to support the individual needs of the workforce can be a significant means of future-proofing your organization; this can include enhancing flexible work options, creating physical and psychological safe work environments, and reconceptualizing how performance is measured and rewarded.

- Policies, procedures, programs, strategies, and initiatives must be in place, but they need to be supported by an inclusive and respectful organizational culture.

DATA AND TRANSPARENCY

- Organizations must be proactive and transparent when addressing structural inequality such as gender wage gaps or uneven career prospects in order to showcase leadership.

- Data, specifically intersectional gender-disaggregated quantitative and qualitative data, must inform goal setting. This data should be routinely and transparently measured, evaluated, and reported to internal and external stakeholders.

TAKE ACTION AND BECOME A GENDER EQUALITY LEADER

In order to bring about significant change, the private sector must move beyond good intentions to actively pursue the goal of achieving gender equality in the workplace. The Blueprint for Gender Equality Leadership in the Canadian Private Sector can help organizations begin their gender equality journey, continue to progress, and, eventually, enjoy the benefits of becoming a gender equality leader in Canada.

INTRODUCTION

04

WHAT IS THE BLUEPRINT?

The Blueprint for Gender Equality Leadership in the Canadian Private Sector is a comprehensive, actionable roadmap designed to guide and assist organizations and individuals that are looking to improve workplace gender equality, and to help those that want to acquire more information on the subject.

Embarking on a mission to improve gender equality can be overwhelming because inequality is a systemic issue encompassed within and impacted by all facets of a workplace. Every organization must start somewhere but identifying where to begin or how to go about it can be challenging. At the same time, organizations already pursuing gender equality can become complacent and risk overlooking specific areas where they are not making progress.

The Blueprint has been devised to reflect the fact that progress on different attributes will likely be uneven, but there are a number of ways – at the system and activity levels – in which organizations can speed up progress. To support the implementation of the Blueprint, a Maturity Model assessment tool has been created to help organizations identify opportunities for improvement, in addition to a collection of third-party resources that can help organizations further advance their efforts on specific attributes. In order to take full advantage of these tools, an organization must first recognize that the road to achieving gender equality takes time and bold action.

WHAT ARE THE ADVANTAGES OF USING THE BLUEPRINT?

Utilizing the Blueprint to accelerate gender equality progress in the workplace can provide organizations with the following benefits:

- Gain greater organization-wide awareness about the ways gender inequality negatively impacts all individuals and solutions to address those issues
- Obtain practical understanding of actions that Canadian companies have implemented to advance gender equality in their workplaces
- Identify areas for improvement and corresponding ways to drive change
- Increase knowledge of practices for collecting, measuring, evaluating, and reporting on gender equality data
- Facilitate the development and implementation of a gender equality strategy with practices and systems that ensure transparency and accountability
- Create a corporate culture of inclusion where all individuals feel comfortable bringing their whole selves to work

USING THE BLUEPRINT CAN HELP DEVELOP AN ORGANIZATION'S CAPACITY TO IMPLEMENT EFFECTIVE SOLUTIONS THAT ADDRESS GENDER INEQUALITY THROUGHOUT THE WORKPLACE.

WHO IS THE BLUEPRINT FOR?

The Blueprint has been created to appeal to all workplaces and workers in Canada's private sector. Any organization should be able to find value in using these tools, no matter its size, industry, lifespan, business segments, staff location, type of workers retained, or how far advanced it is when it comes to achieving gender equality.

To support its usability, the Blueprint contains information that speaks directly to executive and senior leaders, middle management, different departments (e.g. human resources, legal, marketing, supply chain) and functions (e.g. hiring teams, occupational health and safety teams), those already engaged in gender equality initiatives, and those looking to learn more.

Since the Blueprint was developed to include wide-ranging information that would be relevant to many organizations, not everyone will find the same information applicable to their workplace to the same degree. Additionally, not every organization will have the same resources at their disposal. No gender equality journey takes the same shape and it can be tackled

based on available resources; however, the cornerstones on which the Blueprint was developed – leadership, inclusion, and transparency and accountability – apply to all workplaces.

HOW TO USE THE BLUEPRINT?

The Blueprint's structure is governed by the three cornerstones of gender equality in the workplace – leadership, inclusion, and transparency and accountability. These cornerstones include further segmentation by attributes (for a full list of attributes, please see the Table of Contents Page. Each attribute's chapter follows a consistent structure:

- **Opening**: General information on the subject and Canada-specific data or legislation.
- **Success Factors**: Data-driven key actions that an organization must take in order to improve gender equality within the specific attribute. The success factors will also lay the foundation for effective further action when combined with the recommendations.

- **Recommendations**: Actions based on evidence from frequently seen best practices that an organization should implement after addressing the success factors. Certain recommendations might be more relevant than others to your organization's specific business activities.
- **Good Practices**: Examples from the project's participating companies or gender equality leaders that demonstrate effective policies, practices, and initiatives to advance gender equality.
- **Assessment Questions**: Checklist questions to assess an organization's status and progress related to a specific attribute. These questions comprise the basis of the Maturity Model.
- **Resource Table**: Relevant third-party resources on a specific attribute. The tables include information about the type

of source, its target area and audience, and a brief explanation of its purpose. The tables directly connect to the annotated resources at the end of the Blueprint.

The Blueprint, Maturity Model, and resources are intended for coordinated, cyclical use. Used together, these tools can guide and support the implementation and evaluation of a sustainable strategy that successfully advances gender equality in the workplace. Here is a quick overview of their intended use:

- Consult the Blueprint first and foremost. It will provide a thorough overview of the cornerstones and different attributes that can impact gender equality in the workplace.

- Once you have read the Blueprint, complete the Maturity Model questionnaire to assess your organization's status in the Blueprint's different attributes. Results will help you identify areas of improvement or success.
- Once you have the Maturity Model results, revisit the Blueprint and utilize the resources to address gaps. The resources have been compiled from third parties and provide detailed information on how to improve performance on specific attributes.
- Return to the Blueprint and Maturity Model to continue learning and retest progress as necessary.

HOW TO IMPLEMENT THE BLUEPRINT IN YOUR WORKPLACE?

Advancing gender equality in the workplace is a far-reaching process that requires continuous commitment and action to bring about real change. The Blueprint, Maturity Model, and resource database work together as tools that organizations can consult throughout this process; however, the ways that organizations implement these tools will differ. This implementation guide serves as a simple and flexible framework that can help companies through the process of advancing gender equality using the Blueprint, Maturity Model, and resource database.

ACCOMMODATING ALL TYPES OF ORGANIZATIONS

Each organization is unique, which means the process of implementing the Blueprint to work towards achieving gender equality leadership will not be "one size fits all." To allow for an individual approach, the Blueprint contains comprehensive information and has been designed so that organizations can implement its practices in the manner most appropriate for their purposes regardless of their industry, sectors, size, lifespan, business segments, staff location, and type of workers retained.

Organizations that are just beginning to consider gender equality in their workplaces may be asking, "Where do we start?" For these organizations, the Blueprint provides a comprehensive introduction to gender equality in the workplace and the ways it can impact all facets of a business. After consulting the Blueprint, these organizations can perform an assessment of the state of gender equality in their workplace by using the Maturity Model. This tool will allow them to identify priorities, gaps, and opportunities needed to create their first strategic approach and measure progress moving forward.

Start-ups, small organizations, and those experiencing significant organizational changes (e.g. merger, acquisition, new business lines) can use the Blueprint and the resource database to embed gender equality as an integral and deliberate aspect within their vision, values, and business objectives.

The Blueprint's data-driven "must-have" success factors can help lay the necessary foundation and ensure that gender equality is a fundamental priority for the business.

Organizations that already have a strategy, initiatives, policies, and practices aiming to address gender equality but are looking to accelerate progress may use the Blueprint to ensure their actions align with their intentions and identify blind spots and pain points. These organizations can draw on the Blueprint's evidence-based recommendations to move forward.

Organizations that have implemented widespread and robust gender equality practices and supporting systems can use the Blueprint to expand upon these achievements, amplify and maximize the impact of their efforts, and proactively identify new needs and opportunities. Leading companies should look beyond standard practices and identify ways to raise the bar to avoid complacency by consulting the recommendations in the Blueprint specific to their industry, sector, or operations.

An organization's available resources can also affect its ability to implement some aspects of the Blueprint. A larger organization might have a team or individual responsible for gender equality, or a human resources department that can implement the Blueprint using existing processes and structures. A small-to-medium organization that has less formal or newly developed processes and structures may opt for more flexibility and gradual implementation and draw on the Blueprint to identify, define, and address priorities.

Gender equality permeates all aspects of the workplace, which means that different organizations will choose to focus on specific areas at different times. Nevertheless, all organizations should regularly revisit the Blueprint to ensure that the three primary cornerstones of gender equality – leadership, inclusion, and transparency and accountability – exist and function together.

THE IMPLEMENTATION PROCESS

Advancing gender equality in the workplace involves a process of change. This guide outlines a four-phase implementation framework based on established change management principles that can help guide the use of the Blueprint, Maturity Model, and resource database. This framework is dynamic and based on iteration so that organizations can progressively work to achieve gender equality leadership.

Although the four phases of the implementation framework are essential, organizations are encouraged to adapt the framework to their needs and current state. Some organizations may undertake one or more phases simultaneously or start at a later phase to account for steps taken before using the Blueprint. For example, an organization that has recently assessed the state of gender equality may decide to begin at the Define stage or use the Blueprint to complement its previous assessment. During strategic planning sessions, organizations may decide to jump into implementing pilot initiatives. Moreover, some initiatives will require more time, effort, and adjustments and, therefore, will move through these phases at different rates.

Smaller companies and those beginning to work towards gender equality may find it useful to delegate the implementation of the Blueprint to a small team or one person such as the CEO or a human resources professional. As a company grows, ownership in gender equality may expand across the organization and can involve representatives from a diverse cross-section of teams like senior leadership, HR, D&I, and project management to continue driving change.

The four implementation framework phases are detailed below:
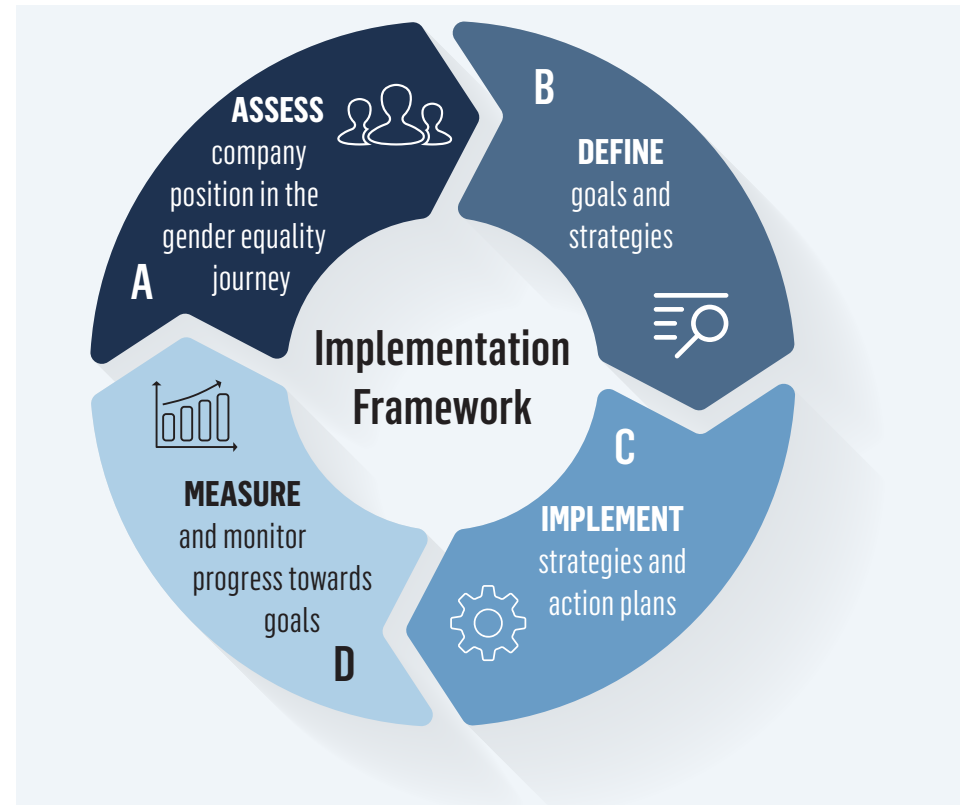
FIGURE 1 - BASED ON THE UN GLOBAL COMPACT MANAGEMENT MODEL

ASSESS – An organization assesses its needs and opportunities and the impact of its current work on key gender equality areas.

DEFINE – An organization determines goals and targets, and lays the foundation for a strategy and action plan.

IMPLEMENT – An organization implements its strategy and action plan, and puts initiatives and policies in place.

MEASURE – An organization continuously monitors its progress against goals and targets to improve performance.

STEP A: ASSESS

The Blueprint and Maturity Model work together as a diagnostic tool for organizations to analyze their current gender equality state and identify strengths, needs, gaps, and opportunities within core areas impacting gender equality.

Smaller organizations or those beginning to address gender equality can focus on the Blueprint's comprehensive overview of attributes related to gender equality in the workplace and on the resource database to delve deeper into a specific subject. After becoming familiar with key information, organizations may use the Blueprint and Maturity Model to conduct a baseline assessment and help identify fundamental goals to drive progress forward. Larger organizations or those farther along in their journey may have more established gender equality initiatives, policies, plans, or strategies and they may use the Blueprint and Maturity Model to help expand their goals and targets. Leading organizations can use the tools to assess new opportunities to increase impact and build upon successes. All companies can use the Blueprint to continuously assess needs and opportunities in order to establish and refine goals, strategies, initiatives, and policies, and to use the resource database to learn more about specific initiatives.

STEP B: DEFINE

Using information resulting from the Assess stage, organizations can determine how to prioritize and concentrate efforts to advance gender equality within their workplace. Each organization can use its Maturity Model results together with the Blueprint and resource database to help map their goals and design or build on their gender equality strategy, approach, or action plan. Organizations may hold strategic planning meetings, and, as they make progress, integrate the activities associated with this phase into their regular planning processes as gender equality becomes embedded in the organization.

Small companies or those just beginning to consider gender equality can draw on the Blueprint's success factors to help outline actions and goals. These organizations should be utilizing existing knowledge and resources to build a realistic but ambitious approach or plan that includes short- and long-term goals. Organizations with more resources or those with some gender equality initiatives can focus increasingly on strengthening accountability mechanisms and integrating gender equality more purposefully into policies, procedures, and practices across the organization. At this stage, these organizations may draw on inspiration from the Blueprint's recommendations to create a more detailed and comprehensive vision for the future. Leading organizations or those with an existing strategy can use the Blueprint to prevent diversity fatigue or complacency and identify opportunities to create more value across the organization and beyond using recommendations specific to their business lines and operations. All organizations should define clear goals and metrics and involve employees throughout this process to ensure they are informed before implementing actions defined in this stage to drive their gender equality approach forward. Also, all organizations can draw inspiration from the good practice examples in the Blueprint to support this stage.

STEP C: IMPLEMENT

Organizations at this phase should carry out activities from their action plans and address specific goals determined in the Define stage, while building in time for ongoing adjustments, engaging and educating employees, and working with stakeholders to ensure support and success.

Organizations that are beginning to address gender equality may be focused on implementing measures to raise awareness, build capacity, and establish an inclusive culture. They may also decide to pilot small-scale initiatives inspired by the Blueprint's success factors or good practice examples. Organizations that have more resources or are more advanced may be able to implement accountability mechanisms for gender equality related to performance management and can work on embedding gender equality more purposefully into their business strategy and systems. Leading organizations may implement innovative initiatives that increase transparency and demonstrate leadership for their industry and sector, such as voluntarily reporting on progress or creating a dashboard for gender equality metrics. All organizations should be mindful of the importance of implementing systems for ensuring clear and ongoing data collection, and for maintaining communication that keeps stakeholders informed throughout this stage. The Blueprint and Maturity Model can provide guidance in this respect.

STEP D: MEASURE

During this stage, organizations can measure what they have achieved to date using previously established metrics and begin to consider their next gender equality initiatives in light of these results.
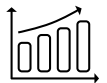
Organizations that are small or beginning to work towards gender equality may measure results by relying on readily available data, basic data collection methods, or starting with a small sample as they build up their measuring and analysis mechanisms. Organizations with these measures already in place may employ more advanced tools and collect detailed and disaggregated data across the organization. Larger organizations or those that have secured more resources can look to assess the long-term impacts of their initiatives on business performance, further enhancing support for gender equality. All organizations should look to the Blueprint and Maturity Model to reassess their state and progress, determine necessary adjustments to initiatives underway, and establish next steps to continue momentum.

Pursuing gender equality leadership is a process of continuous improvement. As organizations work to advance gender equality in their workplaces, they should identify and celebrate milestones and accomplishments along the way, and, potentially, consider the pursuit of gender equality and/or social impact certifications. Additionally, organizations have the opportunity to demonstrate gender equality leadership and bring about sustainable change by proactively reporting progress and learnings to internal and external stakeholders who applaud business transparency. Open communication to employees and other stakeholders can support the further integration of gender equality into their business. To continue to turn commitment into tangible action, all organizations are encouraged to restart this framework and implement new elements of the Blueprint, Maturity Model, and resource database within their workplace.

Now that you know how to go about implementing these tools, take a closer look at the Blueprint to learn about the different attributes related to workplace gender equality, identify the needs of your organization, and how to achieve gender equality leadership.

05

The Canadian private sector has a unique opportunity to contribute to the acceleration of gender equality, one of the 17 Sustainable Development Goals (SDGs). SDG 5 has consistently ranked as one of the top sustainable development priorities for Canadian businesses, and its connection to multiple other SDGs only increases the positive effects that achieving gender equality would generate.[1]

Alongside the widely recognized financial evidence that has been used to accelerate gender equality in the workplace, there are compelling moral arguments. Integrating the business and moral cases for gender equality can inspire sustainable change that positively impacts the Canadian private sector and communities across the country.

POSITIVE IMPACT ON ORGANIZATIONS

The Canadian private sector can accelerate gender equality, while at the same time producing unparalleled results. Gender equality and workplace inclusion can help organizations enhance their performance, ability to attract and retain talent, innovation capabilities, competitiveness, and reputation.[2] At the same time, these strategies have been proven to strengthen organizational culture and employee wellbeing, which leads to enhanced loyalty, commitment, and engagement.[3]

STRENGTHEN ORGANIZATIONAL PERFORMANCE

Organizations that employ more women throughout the pipeline – between 30 and 60 percent – tend to outperform their competitors in return on sales, EBIT margins, stock price growth, return on capital, return on equity, and share performance.[4] In addition, investors, employees, and consumers alike are increasingly concerned with environmental, social, and governance (ESG) indicators, including gender equality, to make sustainable investment decisions, assess corporate culture, and reinforce brand preference.[5]

ESG

91% of Canadian institutional investors have adjusted their investment decisions to be more attentive to ESG. 66% have increased their investment in companies with strong ESG indicators.

Source: Edelman

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1   Global Compact Network Canada, "2019 SDG Survey," 2019; Global Compact Network Canada, "Gender Equality – A Catalyst for Sustainable Development," *Gender Equality Leadership in the Canadian Private Sector Project,* 2019.

2   Catalyst, "Diversity Matters," 2014; Stephen Turban, Dan Wu, and Letian Zhang, "Research: When Gender Diversity Makes Firms More Productive," *Harvard Business Review,* 2019.

3   Naz Beheshti, "10 Timely Statistics About the Connection Between Employee Engagement and Wellness," *Forbes, 2019.*

4   International Labour Organization, "Women in Leadership Bring Better Business Performance," 2019; Catalyst, "Why Diversity and Inclusion Matter: Financial Performance," 2018; Rocío Lorenzo, Nicole Voigt, Miki Tsusaka, Matt Krentz, and Katie Abouzahr, "How Diverse Leadership Teams Boost Innovation," *BCG,* 2018.

5   Alexandre Di Miceli and Angela Donaggio, "Women in Business Leadership Boost ESG Performance: Existing Body of Evidence Makes Compelling Case," *International Finance Corporation,* 2019; Deloitte, "The Future Belongs to the Bold: Executive Summary," 2017; Sustainable Brands, "Study: 81% of Consumers Say They Will Make Personal Sacrifices to Address Social, Environmental Issues," 2015; Randstad, "How Important Is Corporate Social Responsibility to Canadian Workers?" 2019.

The private sector can strengthen its financial and organizational performance by removing barriers that inhibit women's advancement and by supporting their development in strategic roles. To address issues across the pipeline, organizations can strive for and improve policies that support inclusive cultures.

Workplaces that prioritize gender equality and diversity are more competitive, innovative, and stable. They also generate the following performance advantages:[6]

- Greater revenue from innovative products or service offerings
- An influx of economically valuable skills and input and higher collective intelligence
- Heightened ability to solve complex problems that drive responsiveness and adaptation
- Improved ability to attract and retain talent
- External recognition for having a positive and inclusive business culture

At Baker McKenzie, providing equal opportunities to all genders is a top priority as it helps us grow our talent, build and consolidate a strong reputation, and improve competitiveness and financial performance. Additionally, and perhaps most importantly, gender equality helps ensure that our people feel equally valued and supported in their careers while achieving a sense of meaningful well-being and purpose at work. The importance we place on gender equality and creating an inclusive workplace environment is evidenced by the number of female partners at our firm, and the fact that our promotions to partner during the last three years have been on average 40 percent women.

Stephanie Vaccari, Canadian Managing Partner, Baker McKenzie

Having seen the struggle and fight that my mother had to go through raising us alone and thinking of my sisters, my wife and now my daughter, I am deeply concerned about gender equality. For this reason, I am proud of belonging to a company that provides an innovative and inclusive environment for women, offering ample advancement opportunities. Gender equality is making steady progress in the chemical industry, but there is still much to be done. For BASF, as we continue to model our workforce to our society, we see the need for equal representation and pay between men and women at all levels of the organization.

Marcelo Lu, President, BASF Canada

6   "Sandrine Devillard et al., "Women Matter: The Present and Future of Women at Work in Canada," *McKinsey Global Institute,* 2019; J.D. Ostry, J. Alvarez, R. Espinoza, and C. Papageorgiou, "Economic Gains from Gender Inclusion: New Mechanisms, New Evidence," *International Monetary Fund,* 2018; Anita Woolley and Thomas W. Malone, "Defend Your Research: What Makes a Team Smarter? More Women," *Harvard Business Review,* 2011; Rocío Lorenzo et al., "The Mix that Matters: Innovation Through Diversity," *BCG,* 2017.

FUTURE-PROOFING BUSINESS

Canada's diverse labour market will be one of its biggest assets when it comes to increasing innovation, productivity, competitiveness, and offsetting future labour shortages.[7] Currently, approximately 40 percent of small and medium- sized businesses in Canada have difficultly filling open positions, resulting in stagnant growth and sales.[8] Changes to employment systems, the mass retirement of baby boomers, low birthrates, and fast-paced technological advancements indicate that Canada's labour and skills shortages are not temporary challenges.

To proactively deal with these upcoming challenges, organizations can capitalize on a highly educated but underutilized source of labour by increasing the number of women in the workforce and diversifying traditionally male and female work.[9]

Private sector organizations that actively prepare and transform to meet the demands of the future of work will experience the following advantages:[10]

- Enhanced social license to operate and greater capacity to withstand scrutiny from stakeholders
- Increased labour productivity contributing to more prosperous societies and economic growth
- Workforces rich in talent, innovation, agility, and adaptability
- Greater ability to attract and retain business or investments

The future of work provides a

MAJOR
OPPORTUNITY

for businesses to prioritize gender equality and inclusion in order to deliver outstanding results and sustainable development.

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7   World Economic Forum, "The Global Competitiveness Report," 2019; Deloitte, "Canada at 175: Building Inclusive Organizations," 2017.

8   Michael Cocolakis-Wormstall, "Labour Shortage: Here to Stay," *Business Development Bank of Canada,* 2018.

9   The Canadian Chamber of Commerce, "Canada's Skills Crisis: What We Heard," 2012; Bengt Petersson et al., "Women Are Key for Future Growth: Evidence from Canada," *International Monetary Fund,* 2017; Statistics Canada, "Study: Women in Canada: Women and Paid Work," 2017.

10   Sandrine Devillard et al., "Women Matter: The Present and Future of Women at Work in Canada," *McKinsey Global Institute,* 2019; Weber Shandwick, "Gender Forward Pioneer Index: World's Most Reputable Companies Have More Women in Senior Management," 2016; Katie Abbott and Aditi Mohapatra, "How Business Can Build a 'Future of Work' That Works for Women: A Framework for Action," BSR, 2019; Bengt Petersson et al., "Women Are Key for Future Growth: Evidence from Canada," *International Monetary Fund,* 2017.

IMPROVE EMPLOYEE ENGAGEMENT AND WELLBEING

Approximately half of working Canadians consider work to be the most stressful part of their lives.[11] Notably, Canadian women report higher levels of work and life stress related to lower job control and supervisor support, and disproportionate job and caregiving demands when compared to men.[12] Similarly, higher stress can be found when employees feel uncomfortable bringing their whole selves to work.[13]

In order to improve employee engagement and facilitate safer and healthier work environments, organizations need to support authenticity and value employees' complex, manifold identities. By creating more welcoming and inclusive environments, eliminating discrimination, and enabling flexible work policies, organizations can create the conditions for all employees to thrive.[14]

Organizations that proactively strive to advance gender equality by ensuring the safety, health, and wellbeing of all employees experience the following benefits:[15]

- Fewer safety incidents, and less absenteeism and employee turnover
- Greater innovation due to increased collaboration and diverse perspectives
- Removal of mechanisms that may contribute to inequality and underwhelming performance
- Improved employee job satisfaction, engagement, and loyalty
- Positive reputation among job seekers and external stakeholders

In Canada, 1 in 3 people report workplace stress as the cause of their mental health concerns or problems.

Source: Mental Health Commission of Canada

Diversity is important first and foremost because it's the right thing to do. As a business, it is critical because we want to be able to tap into the full talent pool in order to grow our business. I have made it my personal mission to ensure that women at CAE can realize their full potential as equal partners with men in the workforce and have every opportunity for advancement in this traditionally male-dominated industry.

Marc Parent, President & CEO, CAE

The GCNC Gender Equality Leadership project has allowed us to be part of a team of like-minded companies that are responsible for helping to create a new vision and establish a blueprint for what gender equity should look like in Canada. We believe that not only is gender equality the right thing to do, it makes business sense and leads to increased creativity and innovation. At IKEA Canada today, 51 per cent of our leaders are female and 52 per cent of co-workers are female. For us, gender equality is about creating an inclusive culture where everyone is valued for their unique contribution.

Mike Ward, CEO & Chief Sustainability Officer, IKEA Canada

As a leading bank in the Americas, our diversity has been our strength. Our efforts to prioritize gender equality have helped us to build a workforce where 39 percent of vice presidents and above in Canada, and 35 percent of vice presidents and above globally, are women. In 2019, more than half of our new hires were women and more than half of employee promotions were earned by women. And today, more than 90 per cent of employees who responded to our employee engagement survey believe we're building an inclusive workplace. While we're proud of this progress, our work continues throughout the organization.

Barb Mason, Group Head and Chief Human Resources Officer, Scotiabank

11   Workplace Strategies for Mental Health, "Mental Health Issues – Facts and Figures," 2019.

12   Institute for Work & Health, "Sex/Gender Analysis: Link Between Psychosocial Work Factors and Stress Not Always as Expected," *At Work Newsletter* Vol. 93 (Summer 2018); Kathy Padkapayeva et al., "Gender/Sex Differences in the Relationship between Psychosocial Work Exposures and Work and Life Stress," *Annals of Work Exposures and Health* Vol. 62, no. 4 (May 2018): 416-425.

13   Vanessa Buote, "Why You Should Bring Your Authentic Self to Work," *Harvard Business Review Ascend,* 2019.

14   Cigna, "2019 Cigna 360 Well-Being Survey – Well & Beyond," 2019.

15   Sarah Kaplan, "Because It's 2017: Gender Equality as an Innovation Challenge," *Rotman Management: The Inequality Issue* (Fall 2017): 7-12; Josh Bersin, "Predictions for 2017: Everything Is Becoming Digital," *Bersin by Deloitte,* 2017; Lisa Anderson, "Workplaces with Equal Mix of Men and Women Happiest: Economist," *Reuters,* 2015; Sean Kelly and Christie Smith, "What If the Road to Inclusion Really Were an Intersection?" *Deloitte Insights,* 2014; John Baldoni, "Employee Engagement Does More than Boost Productivity," *Harvard Business Review,* 2013; Cathleen Clerkin, "What Women Want – And Why You Want Women – In the Workplace," *Center for Creative Leadership,* 2017.

POSITIVE IMPACT ON CANADA

Advancing gender equality and empowering women in the workplace is a priority for Canada. Since 2018, the Department for Women and Gender Equality (WAGE) has been instrumental in increasing women's representation on corporate boards, reducing workplace harassment and violence, offering a parental sharing benefit, and investing in lessening women's economic insecurity.[16] The private sector has the opportunity to build on this commitment and, in turn, improve Canada's economy and reputation as well as the lives of Canadians.

CONTRIBUTING TO ECONOMIC GROWTH

Pursuing gender equality can play a decisive role in accelerating Canada's future economic performance. In fact, McKinsey & Company found that narrowing the gender gap could increase Canada's GDP to $150 billion by 2026.[17] Improving just one element of the gender gap – the unequal participation of women in the labour market – could help revive Canada's stagnant GDP by almost 5 percent.[18]

Organizations can facilitate this economic growth by removing the barriers that prevent all genders from participating equally in the workforce and that impede women's ability to move up the ladder, especially in high-productivity sectors such as technology, manufacturing, and resource extraction.[19]

Narrowing the gender gap and improving women's participation in the Canadian workforce brings the following benefits to organizations:[20]

- Increased competitiveness in the global market
- Better customer and consumer representation
- More disposable income and consumer spending
- Improved chances for business investment

Canada could add $80 billion to its GDP if women and men participated equally as entrepreneurs.

Source: Business Development Bank of Canada

$80 Billion

At Turner & Townsend we are committed to building a diverse, inclusive and energized workforce, providing a safe place where everyone is encouraged and supported to fulfill their potential. In Canada, we are fortunate to have one of the most diverse workforces in the world and as a global organization we recognize the impact that a diverse talent pool will have on our business. We believe that gender equality is paramount and provides us with an opportunity to reshape our industry. We believe in doing business the right way.

Gerard McCabe, Managing Director – Canada, Turner & Townsend

Promoting gender diversity and equity are core objectives of our corporate Inclusion and Diversity strategic plan; it is in our best interest to support the on-going development and mentorship of our female employees, as well as addressing barriers to their achievements and removing biases. Stantec is a proud partner in the Gender Equality in the Canadian Private Sector project and will continue to champion this important work, driving gender equality into our cultural framework and lead by example for inclusive leadership in industry.

Gord Johnston, President & CEO, Stantec

16 The Honourable Maryam Monsef, Minister of International Development and Minister for Women and Gender Equality, "Department for Women and Gender Equality: 2019-20 Departmental Plan," *Department for Women and Gender Equality,* 2019.
17 Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017.
18 Royal Bank of Canada, "Navigating the 2020s: How Canada Can Thrive in a Decade of Change," January 2020.
19 Government of Canada, "Budget 2018's Gender Result Framework," 2018; Government of Canada, "Gender, Diversity, and Inclusion Statistics," 2017; Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017.
20 Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017; Marie Loveland, "The GDP's Effect on Business," *BizFluent,* 2018; Pierre Cléroux, "2019 Economic Outlook: Canada is in a Good Place," *BDC,* 2018; Philip Cross, "Business Investment in Canada Falls Far Behind Other Industrialized Countries," Fraser Research Bulletin, 2017.

SUPPORTING SOCIAL ADVANCEMENT

Living in a country with more advanced gender equality corresponds to higher overall quality of life, including reduced income inequality and poverty, and greater ability to access education and health care services.[21] However, Canadian women earn 87 cents for every dollar earned by a man, and intersectional women have an even more pronounced wage gap.[22]

The private sector plays a distinct role in advancing a number of socio-economic SDGs in Canada by fostering greater work-life balance and providing equitable renumeration and benefits.

Organizations that enable women's equal participation in the workforce and create the conditions that allow all genders to partake in dignified work can experience the following benefits:[23]

- Increased organizational productivity and revenue generation
- Decreased discrimination and bias in the workplace
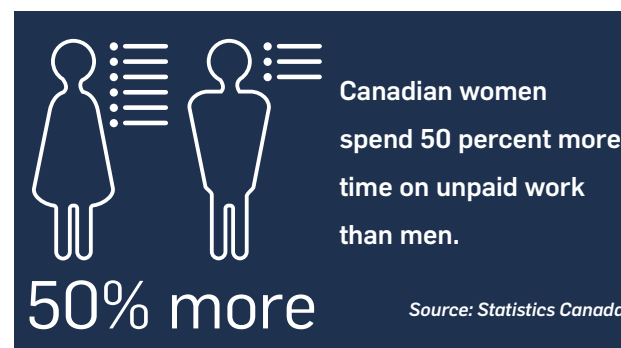- Poverty alleviation and injustice reduction

REINFORCING WOMEN'S RIGHTS AND HUMAN RIGHTS

Equal rights on the basis of gender and sex are universal principles in the United Nation's Charter and Universal Declaration of Human Rights.[24] In Canada, these fundamental conventions are enshrined in the Canadian Human Rights Act and the Canadian Charter of Rights and Freedoms, which has resulted in the establishment of inclusive communities and widespread recognition for progressing women's rights both domestically and internationally.[25]

Ensuring that workplaces are free from discrimination, violence, and inequality is a powerful way in which organizations can demonstrate their commitment to upholding human rights in the workplace.[26]

Organizations that reinforce Canada's global commitment to human rights by advancing the rights of all genders in the workplace can:[27]

- Strengthen their relations with investors, employees, and other stakeholders
- Reduce risk of legal liability and protect against reputational damage
- Help reinforce Canada's legacy of gender equality and human rights leadership

Canadian women spend 50 percent more time on unpaid work than men.

50% more

Source: Statistics Canada

Violence and harassment constitute a human rights violation and a threat to equal opportunities, and is incompatible with the promotion of sustainable practices.

Source: International Labour Organization

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21   International Monetary Fund, "Pursuing Women's Economic Empowerment: Meeting of the G7 Ministers and Central Bank Governors," 2018; Science Nordic, "Gender Equality Gives Men Better Lives," 2015.

22   Statistics Canada, "Study: Women in Canada: Women and Paid Work," 2017; Alexis Krivkovich et al., "Women in the Workplace 2018," *McKinsey & Company*, 2018.

23   International Monetary Fund, "Pursuing Women's Economic Empowerment: Meeting of the G7 Ministers and Central Bank Governors," 2018; Cathleen Clerkin, "What Women Want – And Why You Want Women – In the Workplace," *Center for Creative Leadership*, 2017; Amanda Weinstein, "When More Women Join the Workforce, Wages Rise – Including for Men," *Harvard Business Review*, 2018; Era Dabla-Norris and Kalpana Kochhar, "Closing the Gender Gap: The Economic Benefits of Bringing more Women into the Labour Force," *International Monetary Fund*, 2019.

24   United Nations, "Charter of the United Nations," 1945; United Nations, "Universal Declaration of Human Rights," 1948.

25   Government of Canada, "Rights in the Workplace," 2018; Government of Canada, "Constitution Act, 1982," 2019.

26   The Canadian Human Rights Commission, "Speak Out: 2018 Annual Report to Parliament," 2018; Government of Canada, "Rights in the Workplace," 2018.

27   George Avraam, Susan MacMillan, and Caroline B. Burnett, "Not Just South of the Border: Canadian Employers Should Expect More Gender-Based Disputes," *Baker McKenzie*, 2019; Government of Canada, "Canada's Approach to Advancing Human Rights," 2017.

THE IMPERATIVE FOR ACHIEVING GENDER EQUALITY IS CLEAR

When the private sector prioritizes action to advance gender equality, organizations experience greater financial results, operational capacity, and adaptability; employees' wellbeing improves; and in Canada, the economic outlook is strengthened, quality of life is enhanced, and human rights are protected. The business and moral case supporting gender equality in the workplace is a driver for private sector organizations as they turn to the following sections in the Blueprint for Gender Equality Leadership in the Canadian Private Sector and begin to actively pursue, refine, and advance gender equality in their places of work.

At TELUS, gender equality is at the core of our social purpose. We aspire to be a global leader in diversity and inclusion because we believe that a diverse workforce is critical to our business. Our diverse and inclusive workplace is also a point of pride for our team members. Ninety-five percent of team members who participated in our 2019 Pulsecheck survey indicated that they feel our work environment embraces diversity and individual differences. We are proud to be a company that is widely recognized for its commitment to celebrating and enabling diversity, every day.

Andrea Wood, Chief Legal & Governance Officer, TELUS

At Unilever, we believe that gender equality makes businesses stronger and more resilient. With 50 percent of managerial roles across the company now represented by women, we are making progress, however, we know we still have more work to do. We will move forward by addressing unconscious bias, offering support for new parents, and making flexible working work. We all have a role to play in creating companies of the future that are sustainable and equitable.

Gary Wade, President, Unilever Canada

We place great importance on our people being provided equal opportunities and advancements for growth regardless of ethnicity, gender, disability or beliefs. As an organization we believe that diverse thought can only become a reality if we develop, cultivate and prioritize a more inclusive and supportive workplace environment. By participating in the Gender Equality Leadership in the Canadian Private Sector project, we can generate further awareness regarding gender equality and its impact on our global society.

Naseem Bashir, President & CEO, Williams Engineering

06

Gender Equality Leadership: A workplace with gender equality at its core is inclusive, empowering, guarantees safety, wellbeing, and equality of opportunity, while ensuring that all employees are respected and valued.

A Roadmap for Gender Equality: Gender equality in the workplace can only be achieved when bold and visible leadership ensures an inclusive environment, documented by transparent and effective accountability measures. All three cornerstones must exist and function together to support progressive action and ensure a workplace with gender equality at its core.

The graphic (above) and the chart (to the right) explain the fundamental cornerstones of gender equality in the workplace and reflect the globally accepted Women's Empowerment Principles.[1]

Cornerstone	Action
The "Roadmap to Pursue Gender Equality in the Workplace" contains an assessment checklist for the action items relating to the key cornerstones. This checklist can be used to develop accountability metrics.	
Leadership	▪ Showcase bold and visible commitment and corresponding actions
	▪ Embed gender equality into the core of the business, and prioritize it as a key business objective
	▪ Assess company workforce demographics (e.g. gender identity, race/ethnicity, ability/disability) regularly and comprehensively
	▪ Approach decision-making processes from a gender-responsive perspective
Inclusion	▪ Collect baseline qualitative and quantitative data to assess the state of gender equality
	▪ Use a gender-responsive and intersectional perspective to evaluate activities across all levels and teams
	▪ Internally communicate the gender equality strategy, data, results, action items, initiatives, and policies to all employees
	▪ Conduct an intersectionality analysis and develop a corresponding policy
	▪ Create awareness about gender equality, inclusion, gender norms, biases, and stereotypes by making resources, training, and education available to all employees
	▪ Embed gender equality and inclusion systematically and intentionally into all aspects of your organizational culture
	▪ Establish transparent remuneration policies that work towards closing the gender wage gap
	▪ Create equal opportunity recruitment, retention, and promotion practices and policies, and career development programs
	▪ Allow for and encourage employees to make use of workplace flexibility arrangements (e.g. flexible work, parental leave)
	▪ Devise workplace wellbeing, health, and safety policies that recognize gender differences, sexual harassment and violence, and physical and mental health
	▪ Actively source from women-owned and -operated enterprises and ensure gender equality practices and policies exist in your supply chain
	▪ Represent all genders proportionally and respectfully in advertising and marketing materials
	▪ Establish meaningful partnerships and community initiatives to support women and girls' empowerment
Transparency and Accountability	▪ Ensure there are tools and processes in place for periodical data collection, goal setting, measuring and evaluating, and reporting
	▪ Set gender equality goals at the organizational level and set targets at the activity level to support those goals
	▪ Collect, measure, and analyze qualitative and quantitative gender-disaggregated data to inform or evaluate the effectiveness of a gender equality strategy and goals
	▪ Insist on open internal and external communication and reporting of gender equality progress and impact

1 The Women's Empowerment Principles offer guidance on how to empower women in the workplace. The principles were created by UN Women and the UN Global Compact and are adapted from the Calvert Women's Principles. UN Women, "Women's Empowerment Principles," 2018.

THE ROADMAP TO PURSUE GENDER EQUALITY IN THE WORKPLACE

07

A. LEADERSHIP

Leadership

Interconnectivity

Inclusion

Transparency and Accountability

SUCCESS FACTORS FOR LEADERSHIP

Leaders must champion gender equality and make it a strategic priority embedded across the organization and its value chain.[2]

Leaders must model bold actions and inclusive behaviour that goes beyond the minimum requirement. When leaders model appropriate behaviour and make gender equality initiatives familiar and personal, employees are more likely to take notice.[3]

Leaders should proactively respond to the needs of diverse individuals rather than reactively responding when issues arise. Approach decision-making processes from a gender-responsive and intersectional lens and use feedback loops to analyze progress on an ongoing basis.

Engaging men in leadership positions to take action is essential to move the needle. According to Boston Consulting Group (BCG), 96 percent of companies see progress when men are actively involved.[4] During company consultations, it was noted that a key issue leadership faces is bringing men to the table. Men account for 75 percent to 85 percent of all senior vice presidents and C-suite executives, and CEOs in Canada.[5]

Gender equality transformations are more likely to succeed when an organization's leaders are consistently active and involved in all aspects of gender equality. Leadership commitment and action is crucial to an organization's ability to improve inclusion

and transparency and accountability. A McKinsey Global Institute survey found that organizational transformations were 5.3 times more successful when leaders role modelled the behaviour changes they were asking their employees to make.[1]

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1   McKinsey & Company, "A CEO's Guide to Gender Equality," 2015.
2   UN Women, "Gender Equality Champions," 2020.
3   Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017.
4   Matt Krentz et al., "Five Ways Men Can Improve Gender Diversity at Work," *Boston Consulting Group,* 2017.
5   Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017.

RECOMMENDATIONS FOR LEADERSHIP

- **Leaders cannot fix what they do not know**. Know your numbers and capture diverse identities to identify any problems – use a third-party expert if necessary. This will allow your organization to tailor its gender equality strategy, goals, policy, programs, and initiatives to its needs.
- **Link gender equality objectives to the goals of your business strategy**. Talk about progress regularly in key management meetings.
- **Language impacts communication efficacy**. Leaders must consider and observe intention, consistency, frequency, and audience.
- **Provide leaders with appropriate resources and regular training**. Specifically address stereotyping, conscious and unconscious biases, gender norms, and the benefits of achieving gender equality for all. It was noted during company consultations that a resource package for leaders could help them to understand, support, and deliver key messages related to gender equality.

- **Embed accountability for gender equality and inclusion** into performance management for leaders by regularly evaluating your executive team and managers, and your success. Consider linking formal incentives to gender equality indicators.
- **Create bias for action** by identifying processes that have not been updated in years and determine if change is needed. Avoid feel-good initiatives that lack real impact and focus on concrete changes for removing barriers to advancement in the workplace.
- **Sign on or pledge support for international, national, regional, or industry-specific gender equality initiatives** (e.g. UN Sustainable Development Goal 5, UN Women's Empowerment Principles, Catalyst Accord 2022, 30% Club Canada, Paradigm for Parity, Equal by 30, Leadership Accord on Gender Diversity, Minerva BC's Diversity Pledge, 30 by 30). Use these frameworks to develop your own commitments, goals, and actions.

GOOD PRACTICES IN THE PRIVATE SECTOR

"Our goal at **EDC** is to have a workforce that mirrors Canadian society. It's our responsibility to ensure that representation of women in leadership roles – at all levels and in our core lines of business – is increasing. Our senior leadership group remains committed to finding opportunities to level the playing field for women."
- Benoit Daignault, Export Development Canada President and Chief Executive Officer

"Addressing barriers to gender equality is not just the right thing to do, it's also vital for our future growth. We at **Unilever** consider the respect and promotion of women's rights and the advancement of women's economic inclusion both a human right as well as a business priority... Globally, it is acknowledged that empowering women economically creates a ripple effect on families, communities and economies. In turn, we have the opportunity to grow our markets, brands and business."
- Paul Polman, Unilever Former CEO

"Gender equality makes good business sense. Research shows that companies with gender diversity in leadership positions have better financial performance, talent recruitment, retention, and customer loyalty. We are proud that 51 percent of **IKEA Canada** managers are women and 52 percent of our co-workers are women."
- Marsha Smith, IKEA Canada President

ASSESS YOUR ORGANIZATION'S LEADERSHIP

- ✓ Is the CEO of your organization a gender equality champion?
- ✓ Are there other leaders within the organization apart from your CEO (e.g. senior leadership, senior management, middle management) that are gender equality champions?
- ✓ Has leadership assigned adequate resources for addressing gender equality (e.g. financial, human capital, intellectual, physical)?
- ✓ Does leadership regularly review your organization's gender equality progress?
- ✓ Does leadership regularly review workforce demographics (e.g. gender identity, race/ethnicity, ability/disability)?
- ✓ Does leadership communicate gender equality information (e.g. policies, strategies, data, results, progress reports, concrete outcomes, action items) throughout the organization?
- ✓ What role does leadership play in creating and maintaining an organizational culture that is inclusive and accelerates gender equality?

- ✓ How are leaders at all levels held accountable for gender equality results (e.g. performance reviews, incentives, rewards)?
- ✓ Has your organization implemented a gender equality strategy?
- ✓ How well is gender equality embedded within your business strategy?
- ✓ To what extent is UN Sustainable Development Goal 5 (Gender Equality) a priority for your organization?
- ✓ Has your organization signed on to the UN Women's Empowerment Principles to showcase commitment towards gender equality?
- ✓ Has your organization signed on to public commitment initiatives other than the UN Women's Empowerment Principles (e.g. Catalyst Accord 2022, 30% Club Canada, Paradigm for Parity, Equal by 30, Leadership Accord for Gender Diversity, 30 by 30, Minerva BC's Diversity Pledge)?
- ✓ To what extent does your Board of Directors support the organization's gender equality efforts?
- ✓ Has your Board of Directors established clear actions to demonstrate its own commitment to gender equality?

RESOURCES FOR LEADERSHIP

Name	Source	Type	Target Area	Goals	Target Unit	Summary
CEO Blueprint	Canadian Gender and Good Governance Alliance	Guide	Leadership Action	Incorporate gender balance into your business's strategy and vision by focusing on high-impact practices, measuring your business's progress and upholding accountability.	CEO	See page 100
Six Signature Traits of Inclusive Leadership	Deloitte	Report	Leadership Development	Build inclusive leadership in your business by focusing on the six key traits that inclusive leaders have, such as curiosity, commitment and courage.	CEO, Senior Leadership, Senior Management	See page 100
The Diversity and Inclusion Revolution: Eight Powerful Truths	Deloitte	Article	Inclusive Environment Development	Incorporate inclusion within your business by leveraging diversity, focusing on cognitive diversity, and encouraging leadership accountability and engagement.	CEO, Senior Leadership, HR, D&I	See page 101
Getting Real about Inclusive Leadership	Catalyst	Report	Leadership Development	Report with guidance on building an inclusive team culture and manager behaviours that predict inclusion.	CEO, Senior Leadership, All Management	See page 101
Are You an Inclusive Leader?	Catalyst	Quiz	Leadership Development	Understand how well you are doing in inclusive leadership and make changes to your leadership style to improve team engagement and boost organization performance.	All Management	See page 101
How CEOs Can Put Gender Balance on the Agenda at Their Companies	Harvard Business Review	Article	Leadership Action	Build a gender-balanced CEO agenda and enhance individual knowledge about bringing inclusivity into the workplace.	CEO	See page 102
A CEOs Guide to Gender Equality	McKinsey & Company	Article	Leadership Action	Design conditions to support gender equality in your business and be proactive in creating positive change and challenging bias and inequalities.	CEO	See page 102
Building Inclusion: An Evidence-Based Model of Inclusive Leadership	Diversity Council Australia	Report	Leadership Development	Obtain key skills, capabilities, and behaviours to be an effective and inclusive leader.	CEO, Senior Leadership, Senior Management	See page 102
Developing a Workplace Gender Equality Policy	Workplace Gender Equality Agency (Australia)	Brief	Leadership Action	Develop a gender equality policy that states the equity and diversity principles and practices across the employment lifecycle.	CEO, HR, D&I, Legal	See page 103
Manager Guide to Gender Diversity	German Cooperation	Guide	Leadership Action	Introduce or improve gender diversity management to create a gender-inclusive work environment and expand the female talent pool in your business.	HR, D&I, Senior Leadership	See page 103

B. INCLUSION

Leadership

Interconnectivity

Inclusion

Transparency and Accountability

Inclusion allows for gender equality in the workplace to be embedded in the long term. If inclusion is absent from a workplace, all diversity efforts lose value because inclusion is the piece of the puzzle that makes employees feel valued, empowered, and part of the organization. Inclusion enables organizations to embrace all backgrounds, experiences, and perspectives of their employees, which in turn increases their abilities, innovation, creativity, and contributions. Prior to and throughout the process of implementing measures to improve inclusion, organizations should collect, measure, and evaluate data in order to ensure transparency and accountability for their efforts. Organizations that prioritize inclusion are: [6]

• 2x as likely to meet or exceed financial targets
• 3x as likely to achieve high performance
• 6x more likely to be innovative and agile
• 8x more likely to achieve better business outcomes

Individuals or teams responsible for human resources within an organization should ideally be a strategic partner to ensure inclusion; however, all departments and functions in an organization must also be held accountable for an inclusive workplace environment.

We have identified 12 attributes of an inclusive environment on the road towards gender equality:

1. Organizational Culture
2. Capacity Building and Awareness Raising
3. Intersectionality
4. Internal Communication
5. Closing Gender Wage Gaps
6. Recruitment, Retention, and Promotion
7. Career Development
8. Workplace Flexibility
9. Workplace Wellbeing and Safety
10. Marketing and Advertising
11. Supply Chain
12. Outreach Initiatives and Partnerships

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6   Juliet Bourke and Bernadette Dillon, "The Diversity and Inclusion Revolution: Eight Powerful Truths," *Deloitte Review,* 2018.

1. ORGANIZATIONAL CULTURE

An organization's culture can be the glue that helps bind together diversity and inclusion efforts. Organizational culture comprises the different beliefs, values, attitudes, priorities, and purposes of businesses as well as the ways that these factors influence employees' experience and behaviour in the workplace.[7] While no two organizational cultures will be the same, those that are inclusive and defined by a clear purpose often produce impressive financial performances, increase collaboration, cooperation, and innovation, and provide employees with a sense of respect, belonging, and security.[8]

Troubling attitudes and behaviours can result in toxic workplace cultures where hypermasculine competition, illegal conduct,

harassment, unreasonable workloads, and combativeness prevail.[9] On the other hand, an inclusive organizational culture that emphasizes gender equality can lead to the elimination of traditional gender roles, create better work-life balance, and enable all genders to bring their authentic selves to the workplace. Notably for women this might mean fewer instances of microaggression or discrimination, improved career progression, and less pressure to conform; for men, this might mean reduced feelings of the duty to be successful, decreased hypercompetitiveness, improved relationships, and greater ability to balance work and personal responsibilities.[10]

SUCCESS FACTORS FOR ORGANIZATIONAL CULTURE

Upholding an inclusive organizational culture is crucial to the success of all other gender equality attributes. Policies, procedures, and programs are insufficient if your organizational culture does not support gender equality.

Cultivate an intentional, purpose-driven organizational culture that explicitly mentions gender equality and intersects with your business strategy. Organizations that have a strong sense of their purpose and values beyond financial performance have been shown to outperform their competition.[11]

Proactively manage, develop, and assess your organization's culture. This is especially important during periods of change, transformation, and growth such as advancing gender equality in the workplace. Key indicators revolve around assessing employee experience and routine interactions, not simply monitoring existing policies or implementing new practices.[12]

Listen to women and diverse groups at all levels to learn about their workplace experiences and to identify toxic cultural traits. Use findings to create and uphold a more inclusive culture.[13]

Leaders must set the tone and be held accountable by actively demonstrating, encouraging, and role modelling an inclusive and respectful culture, engaging with difficult discussions, promoting collaboration and open communication, and transparently evaluating progress.[14]

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7   Business Development Canada, "Entrepreneur's Toolkit: Glossary: Organizational culture," n.d.

8   Catalyst, "Inclusion in Action: The Catalyst CEO Champions for Change," 2018; Robert E. Quinn and Anjan V. Thakor, "Creating a Purpose-Driven Organization," *Harvard Business Review,* 2018.

9   Jennifer L. Berdahl et al., "How Masculinity Contests Undermine Organizations, and What to Do About It," *Harvard Business Review,* 2018; Sarah Clayton, "6 Signs Your Corporate Culture Is a Liability," *Harvard Business Review,* 2019.

10   Ellyn Shook and Julie Sweet, "When She Rises, We All Rise," *Accenture,* 2018; Eric Arthrell et al., "The Design of Everyday Men: A New Lens for Gender Equality Progress," *Deloitte,* 2019.

11   Josh Bersin, "Predictions for 2017: Everything Is Becoming Digital," *Bersin by Deloitte,* 2016; Stephen Klemash and Joe Dettmann, "Five Ways to Enhance Board Oversight of Culture," *EY,* 2019.

12   Josh Bersin, "Predictions for 2017: Everything Is Becoming Digital," *Bersin by Deloitte,* 2016; Ellyn Shook and Julie Sweet, "When She Rises, We All Rise," *Accenture,* 2018.

13   Avivah Wittenberg-Cox, "Gender Initiatives Are Culture Change Initiatives," *Harvard Business Review,* 2015; Alison Wynn, "Why Tech's Approach to Fixing Its Gender Inequality Isn't Working," *Harvard Business Review,* 2019.

14   Lauren Pasquarella Daley, "Women and the Future of Work," *Catalyst,* 2019; Deloitte, "Outcomes Over Optics: Building Inclusive Organizations," 2017.

RECOMMENDATIONS FOR ORGANIZATIONAL CULTURE

- **Enable collaboration among different individuals, teams, departments, and levels of hierarchy.** A cross-selection of employees can introduce different perspectives to generate creative solutions while making connections between employees.

- **Spotlight appropriate inclusive actions that everyone can do.** Individual actions are more likely to resonate with employees than large, undefined declarations about changing the culture. For example, during company consultations it was noted that a "safe word" to call out instances of bias or unpleasantness could support safe and respectful culture.

- **Integrate inclusive behaviours into performance management** so that actions that promote gender equality are part of how success is defined. Specific metrics in performance reviews for leaders and employees alike can hold everyone accountable for inclusion and gender equality.

- **Celebrate and support diversity by giving employees a voice.** Discuss lived experiences, create opportunities for employees to share their cultural traditions, encourage Employee Resource Groups (ERGs), set aside space for prayer rooms, etc.

- **Formal use of language can impact culture.** Revise policies, procedures, and other documents to address and prevent stereotypes and bias, even if they have a limited viewership.

- **Establish formal mechanisms for clear and confidential gender-responsive reporting and remediation**, and actively communicate them to all employees so they feel comfortable using them if needed.

- **Build the capacity of gender equality champions, change agents, and allies – especially men.** Ensure that these individuals have tools, information, and key messages to inspire others to support gender equality efforts and facilitate their participation in external initiatives (e.g. HeForShe, International Gender Champions Pledges).

- **Provide leaders, managers, and supervisors with skills and resources,** such as development workshops that discuss management and culture, communication and conflict management training, allocating time for leaders to have individual conversations with their team members.

- **Prioritize continuous learning to manage resistance to gender equality and inclusion.** Employees may be more willing to embrace new concepts if their environment supports judgement-free questions, vulnerability, and imperfection.

- **Be intentional and mindful when organizing formal and informal events,** and be responsive to employees' preferences and different social identities (e.g. networking that occurs during core work hours, team building exercises that do not only involve travel or alcohol).

GOOD PRACTICES IN THE PRIVATE SECTOR

ATB has worked to embed gender equality into its company culture through the 11 ATBs – the organization's values designed to guide action and define expectations for all employees regardless of position or rank. The 11th ATB speaks directly to upholding a company culture that supports and allows employees to be their authentic selves, and also encourages others to be inclusive allies. ATB supports a positive workplace culture by clearly communicating expectations, and developing a wide range of initiatives designed to help all genders bring their whole selves to work, such as arranging and encouraging the use of flexible work policies, creating a mentorship program for women, instituting unconscious bias training for senior leadership, setting representation targets, and enabling open discussions about intersectionality.

CAE has implemented gender equality within its organizational culture by making it a strategic priority. CAE created an Executive Diversity Council comprised of the CEO and senior executives to oversee diversity and inclusion efforts and integration at all levels of the organization, and has a global diversity and inclusion policy which applies to all CAE employees, customers, vendors, suppliers and subcontractors, and contract holders. The policy is explicitly intersectional, ensuring equal employment and advancement opportunity for all individuals, and prohibits harassment as well as retaliation against those who file grievance reports on these grounds.

Scotiabank has been widely recognized for fostering a positive organizational culture driven by its commitment to inclusion and employment equity. Meeting seven times a year, the Inclusion Council is sponsored by Scotiabank's President and CEO and includes senior members representing each of the major business lines. This established governance framework reinforces clear accountability with established measures of success. The Council focuses on increasing the representation of women in leadership roles and underrepresented groups across the Bank and has developed a global Inclusion Narrative that aligns all employees globally across the organization in upholding an enterprise focus on inclusive and safe workplaces. More than 90 per cent of employees who responded to an employee engagement survey believe Scotiabank is building an inclusive workplace.

ASSESS YOUR ORGANIZATION'S CULTURE

✓ To what extent is your organizational culture aligned with the organization's approach to gender equality?

✓ What role do employees play in creating and maintaining an organizational culture that is inclusive and accelerates gender equality?

✓ How does your organization support its gender equality champions, change agents, and allies in creating and maintaining an organizational culture that is inclusive and accelerates gender equality?

✓ How does your organization ensure that its culture responds to the needs of all employees with regards to gender equality?

✓ How does your organization ensure respectful communication and interactions?

✓ How does your organization ensure the use of gender-responsive language throughout its systems, processes, and documents in order to prevent bias, stereotypes, etc.?

✓ Does your organization have clear, confidential reporting and remediation mechanisms that are responsive to the needs of different genders?

RESOURCES FOR ORGANIZATIONAL CULTURE

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Outcomes Over Optics: Building Inclusive Organizations	Deloitte	Report	Inclusive Environment Development	Use a 5-action framework to take immediate action on building inclusion.	CEO, Senior Leadership	See page 104
Diversity and Inclusion Councils	Canadian Centre for Diversity and Inclusion	Toolkit	Inclusive Environment Development	Provides guidance for establishing a properly structured diversity and inclusion council in your workplace.	HR, D&I, Senior Leadership	See page 104
6 Steps for Building an Inclusive Workplace	Society for Human Resources Management	Article	Inclusive Environment Development	Practical actions for creating an inclusive workplace environment.	HR, D&I	See page 104
Getting to Equal 2020: The Hidden Value of Culture Makers	Accenture	Report	Culture Management	Provides guidance and insight into the importance of creating a culture of equality.	HR, D&I, Senior Leadership	See page 105
Women and the Future of Work	Catalyst	Tool	Culture Management	Encourage leaders to embrace a more holistic view of diversity, inclusion, and equity.	CEO, Senior Leadership, All Management	See page 105
How Managers Can Make Casual Networking Events More Inclusive	Harvard Business Review	Article	Culture Management	Organize inclusive networking events that encourage employees from diverse backgrounds to participate.	HR, Middle Management	See page 106
Actions Men Can Take to Create an Inclusive Workplace	Catalyst	Tool	Inclusive Environment Action	Develop the capacities and behaviours of male employees to be effective influential role models to male peers.	All Units	See page 106
The Design of Everyday Men – A New Lens for Gender Equality Progress	Deloitte	Report	Inclusive Environment Action	Change your organizational culture to enable men to approach gender equality, not just as supporters, but as active participants.	HR, Senior Leadership, All Management	See page 106
The Barbershop Toolbox	HeForShe	Tool	Communication Implementation	Encourage men to become actively engaged in promoting gender equality by increasing awareness of gender inequality in the organization.	All Units	See page 107
Is Organizational Culture Holding Women Back in the Workplace?	Forbes	Article	Culture Management	Kick-start culture change in the workplace to coincide with broader organizational change.	HR, D&I, Senior Leadership	See page 107
Five Ways to Enhance Board Oversight Culture	Ernst and Young	Article	Culture Strategy	Tips for Board of Directors to foster a more inclusive corporate culture as a strategic business asset.	Board of Directors	See page 107

2. CAPACITY BUILDING AND AWARENESS RAISING

The critical function of capacity building and awareness raising is designed to ensure that employees – across all levels – have a comprehensive understanding of gender equality and what purpose it serves their organization. Creating awareness throughout the organization about what gender inequality looks like, as well as bias, stereotyping, and discrimination, will provide employees with a baseline understanding of their organization's approach to gender equality and its importance to overall business operations and success. Awareness and capacity building can be achieved, in part, by organization-wide training and educational programs which provide employees with a safe space to learn and create a shared language when discussing gender equality.

SUCCESS FACTORS FOR CAPACITY BUILDING AND AWARENESS RAISING

Implementing initiatives to raise awareness throughout all levels of the organization is the first step towards addressing gender equality in the workplace. Make sure to include content on intersectionality to move beyond gender as a singular category. Awareness raising should be followed by training in order to address any resistance, reinforce commitment, and target specific issues such as microaggressions.[15]

Ensuring that training programs are complemented by formal changes in the organizational systems is critical. Training cannot completely eliminate bias or inequalities within the organization; strategies and policies are needed for a comprehensive and sustainable solution.[16]

Focus on quality over quantity to prevent diversity fatigue. Providing all employees with broad understanding and awareness is helpful, but targeting the specific needs of the organization by developing internal resources that speak directly to your organization will improve results.

Acknowledge in a transparent manner if there is work left to be done related to capacity building and awareness raising and regularly communicate the measures that are being taken to bridge any gaps. Transparency in carrying out these measures helps keep leadership accountable and employees aware of progress.

Engage everyone in the organization and make sure to bring men to the table by demonstrating gender equality's benefits and relevance to their personal and professional lives. Discussions that address men's needs include lessening the burden of individual responsibility, improving work-life balance, supporting vulnerability and trust, and the lack of role models for acceptable behaviours. These topics are not exclusive to men; all genders may benefit from addressing them.[17]

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15   Alexis Krivkovich et al., "Women in the Workplace 2018," *McKinsey & Company,* 2018.

16   Juliet Bourke and Bernadette Dillon, "The Diversity and Inclusion Revolution: Eight Powerful Truths," *Deloitte Review,* 2018; Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017.

17   Eric Arthrell et al., "The Design of Everyday Men: A New Lens for Gender Equality Progress," *Deloitte,* 2019.

RECOMMENDATIONS FOR CAPACITY BUILDING AND AWARENESS RAISING

- **Conduct an assessment to determine the needs of employees and the organization** prior to designing training programs or selecting an educator or consultant.
- **Employ a long-term approach with short-term checks and balances** so that your organization can be proactive amid changing demographics and workplace trends when building capacity and raising awareness about diversity and gender equality.
- **Establish an evaluation framework** to measure participation, completion, and short- and long-term outcomes of all capacity building and awareness raising programs.
- **Promote individual and organizational awareness** to identify barriers and gender-based biases. Encourage men to be attentive and speak up if they notice gender-based assumptions being made about their colleagues, and promote their participation in external initiatives such as Catalyst's Men Advocating Real Change (MARC).

- **Regularly communicate key messages** related to gender equality to keep building capacity moving forward. During company consultations, it was noted that communication referencing organization-wide surveys that involved employee participation could be especially effective.
- **Be open when discussing with people their knowledge and perception** of gender equality – do not dismiss different points of view.
- **Consider incorporating employee recognition and rewards programs** to encourage and create awareness about inclusive practices and behaviours (e.g. words of recognition, annual achievements event, profiles in newsletters or intranet messages).

GOOD PRACTICES IN THE PRIVATE SECTOR

In 2016, **ATB** set a year-long goal to increase diversity and inclusion understanding among leaders and employees by 20 percent by developing a three-tier strategy: 1) provide leaders with resources to facilitate meaningful discussions 2) encourage employees to share their lived experiences with a $2 donation incentive to a select charity; 3) develop six informative pamphlets on gender, visible minorities, LGBT members, persons with disabilities, Indigenous people, and allies, which also discussed how ATB is working to improve inclusivity. Ninety-two percent of respondents indicated having a stronger understanding of diversity and inclusion after engaging with these materials.

BASF has a global and regional network of Employee Resource Groups (ERGs) that help to create awareness about diversity issues and bring together employees. The Women in Business network provides gender equality training for women and men and seeks to facilitate company-wide conversations about inclusion, diversity, and gender in order to improve the recruitment and career development of women. To help BASF attract, develop, promote, and retain women, the Women in Business ERG network hosts a number of events and educational speaker sessions that highlight issues relevant to women's lives.

ASSESS YOUR ORGANIZATION'S CAPACITY BUILDING AND AWARENESS RAISING

- ✓ Does your organization offer awareness raising programs for gender equality (e.g. resources and information; workshops, speakers, in-person events; programming from expert organizations)?
- ✓ Does your organization offer formal capacity building programs for gender equality (e.g. training related to emotional intelligence, conscious and unconscious bias, gender stereotypes)?
- ✓ Has your organization created and shared resources with gender equality information specific to the organization (e.g. benefits of gender equality, action items, progress, outcomes)?
- ✓ Has your organization implemented programs that specifically engage men to ensure their awareness and capacity to support gender equality (e.g. Catalyst's MARC Leaders programming)?

- ✓ How does your organization ensure that its capacity building and/or awareness raising programs respond to the needs of all employees?
- ✓ Does your organization evaluate the outcomes from capacity building and/or awareness raising programs?
- ✓ Has your organization incorporated employee recognition and rewards to encourage and create awareness about inclusive practices and behaviours?
- ✓ How does your organization ensure that all managers and/or team leaders are aware and have the capacity to support gender equality efforts within their teams?
- ✓ How does your organization ensure that leadership (i.e. Board of Directors, CEO, senior leadership, senior management) gain an understanding of what gender equality should look like in the workplace?

GOOD PRACTICES IN THE PRIVATE SECTOR

Over 1300 employees have participated in the **Stantec** Unconscious Bias training in more than 70 of Stantec's office locations around the world. The training program aims to generate awareness about the types of bias that exists in the workplace and how it can be a barrier to the inclusion and acceptance of all employees. Led by trained internal employee facilitators, the training includes a 30-minute online course and a two-hour-in-person workshop. Employees are encouraged to talk about pathways to inclusion, learn about how perceptions of others are formed, and discuss the negative impacts of entrenched bias in the workplace.

IKEA's Diversity & Inclusion programs include workshops for managers and co-workers, six interactive modules for all co-workers to raise awareness of diversity and inclusion, and a specific module on unconscious bias as part of the IKEA Leadership Fundamentals program.

Williams Engineering began its gender equality journey by holding a focus group to learn and gain insight from employees and brainstorm next steps. The focus group was kept small (10 people) to allow for meaningful discussion, but included representation from a variety of different roles, departments, locations, and hierarchical levels. An important finding of the focus group was that a Diversity and Inclusion Committee with eight to ten members and explicit leadership support could make a difference. Plans for the committee include developing a business case for gender equality, overseeing new training initiatives, and creating a communication strategy to spread awareness about gender equality and diversity throughout the company.

RESOURCES FOR CAPACITY BUILDING AND AWARENESS RAISING

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Gender Equality Capacity Assessment Tool	UN Women	Tool	Awareness Assessment	Assess employee skills and understanding regarding gender equality, women's empowerment, and your organization's gender efforts.	HR, D&I	See page 109
UN Women Training Centre	UN Women	Online Service	Training Support	Gain access to technical assistance, resources, and training experts to develop and improve training programs. Also, access eLearning Campus.	HR, D&I	See page 109
CatalystX Online Courses	Catalyst	Online Learning	Training Support	Empower all leaders to explore their personal bias to help them build more inclusive workplaces, manage diverse teams, and serve diverse clients.	HR, D&I, All Units	See page 109
Catalyst's Flip the Script	Catalyst	Toolkit	Awareness Raising Support	Prevent the use of common words and phrases that disrupt the advancement of marginalized employees.	HR, All Units	See page 110
Equality Means Business: Trainers' Manual for Gender Equality in the Private Sector	UN Women Georgia	Manual	Training Development	Provides guidance on how to conduct training on issues of gender equality and corporate sustainability aligned with the WEPs.	HR, D&I	See page 110
Gender Inclusion & Diversity Toolkit	Canadian Manufacturers & Exporters	Toolkit	Awareness Raising Support	Provides a set of seven tools to build awareness of gender equality and diversity.	HR, Senior Leadership, All Management, All Units	See page 110
Gender Awareness Raising	European Institute for Gender Equality	Guide	Awareness Raising Strategy	Increase gender awareness in your business to enhance the understanding, knowledge, and sensitivity about gender inequality.	HR, D&I	See page 110
Gender Equality Training: Gender Mainstreaming Toolkit	European Institute for Gender Equality	Guide	Training Design	Plan, implement, and evaluate gender equality training to support a successful execution of gender equality strategies.	HR, D&I	See page 111
MARC Leaders Program: Engaging Men as Champions	Catalyst	Program	Capacity Building Support	Engage men and provide them with the skills and knowledge to lead efforts to bring diversity into your workplace.	CEO, Senior Leadership, Senior Management	See page 111
Men as Allies: Engaging Men to Advance Women in the Workplace	Bentley University Center for Women and Business	Report	Capacity Building Strategy	Encourage men to be active allies in your business by increasing their awareness of gender bias and creating a supportive environment.	HR, D&I	See page 112

3. INTERSECTIONALITY

The term intersectionality defines the notion that social identities, such as race/ethnicity, gender identity, biological sex, sexual orientation, age, socio-economic status, disability/ability, marital status, migration status, and religion, overlap and intersect in dynamic ways that shape each individual and their experiences.[18] Multiple factors often operate together to compound experiences of discrimination and exclusion for those with various overlapping and intersecting identities. For example, an Indigenous woman living with a disability will experience multiple additional barriers to advancement in the workplace beyond her identity as a woman.

While many organizations have initiatives to support gender equality, research suggests that in general, these initiatives often benefit women who are white, heterosexual, and able-bodied.[19] The concept of "Emotional Tax" provides a fitting example of the ways that ignoring multiple identity factors can perpetuate inequality: 60 percent of Asian, Black, Latinx, and multiracial women report that they feel compelled to stay alert to protect themselves from racial and gender bias in the workplace.[20] Approaching workplace policies, programs, and initiatives from an intersectional perspective is integral to supporting human rights in the workplace and eliminating entrenched bias and inequality that can adversely affect all employees.

SUCCESS FACTORS FOR INTERSECTIONALITY

Recognize that gender is only one of a wide range of identity factors that can influence an employee's experience. Learning and sharing the lived experiences of employees provides an understanding of what intersectionality is and how different identities impact gender equality. Also, incorporating storytelling helps to increase awareness about gender differences, widen perspectives, and foster knowledge building and organizational change.[21]

Avoid a "blanket approach" solution by considering various social identities when creating and implementing programs, policies, and initiatives, especially those linked to gender equality. Collect, measure, and analyze qualitative and quantitative disaggregated data over time to recognize and respond to the multitudes of visible and invisible identities and prevent friction or exclusionary practices.[22]

Identify any biases related to intersectional identity within your organization. Conduct an intersectional analysis of new and existing policies, practices, and initiatives such as remuneration, hiring, retention, and promotion, career development, flexible work, dress code, etc. There are many additional oppressive systems (e.g. racism, classism) that affect how individuals experience gender-based discrimination.

18   Sean Kelly and Christie Smith, "What If the Road to Inclusion Were Really an Intersection?" *Deloitte,* 2014; Olena Hankivsky, "Intersectionality 101," *Institute for Intersectionality Research and Policy,* 2014.

19   The Rotman Institute for Gender and the Economy, "Intersectionality and the Implications for Workplace Gender Equity," 2019.

20   Catalyst, "Report: Day-to-Day Experiences of Emotional Tax Among Women and Men of Color in the Workplace," 2018.

21   Melissa Abad, "More Than a Buzzword: Intersectionality as a Tool for the Workplace," *The Clayman Institute for Gender Research,* 2017.

22   Suzy Bashford, "The Importance of Intersectionality in HR," *HR Magazine,* 2019.

RECOMMENDATIONS FOR INTERSECTIONALITY

- **Assess the intersectionality of social identities** that exist within a company, in particular across various levels of leadership. Form an advisory board with broad intersectional representation to oversee issues of identity and inclusion to help identify risks and create mitigation strategies.
- **Do your due diligence.** Research and conduct consultations with impacted groups to gather relevant information and create trust among stakeholders, but respect that some employees will not be comfortable speaking out about their experiences.
- **Ensure leaders are aware of the intersectional identities that are present in their workplaces and provide them with training** to better understand intersectionality. Build leadership capacity to promote respect and understanding of difference within their teams, and how to build and leverage diverse teams.
- **Embed intersectionality into all human rights considerations, workers' rights policies, and labour practices** throughout the organization, including for current employees of all types, supply chain systems, and outreach initiatives.

ASSESS YOUR ORGANIZATION'S INTERSECTIONALITY

- ✓ Has your organization considered various social identities to design, plan, or implement its gender equality efforts?
- ✓ How does your organization ensure that all identities are acknowledged and equally supported in organizational programs, policies, initiatives, etc.?
- ✓ How does your organization address intersectionality within its workers' rights policies (e.g. human rights, employee rights, or human resources policies)?
- ✓ Has your organization analyzed how its policies may impact each gender as well as other social identities differently?
- ✓ How does your organization ensure a common understanding of what intersectionality looks like within its workplace?

GOOD PRACTICES IN THE PRIVATE SECTOR

Starbucks recognizes that identity is a complex concept and has policies in place to acknowledge the gender spectrum of its employees. Starbucks leveraged its internal employee networks, Pride Alliance and Women's Impact Network, and, under the guidance of its Inclusion Council, implemented a policy for inclusive language. This policy addressed the use of inclusive pronouns in internal communications as well as an education program for leaders to highlight the importance of terms and language. Additionally, Starbucks has provided pins for employees to mark their pronoun preference as a means of ensuring that employees feel included and respected as individuals.

Stantec created Inclusion Moments as way to start a meeting, event, or spark a conversation about building a working environment that is welcoming, safe, and free of judgement. Inclusion Moments are designed to facilitate the discussion of specific topics related to inclusion and intersectionality, such as the relationship between unconscious bias, the role that allyship can play in supporting the advancement of women, and embracing the role of intersectionality in the workplace.

After its first diversity and inclusion survey, **EBay** launched its Courageous Conversations series to allow employees to talk about issues that matter to them like gender, race, politics, and religion. The initiative was started to build empathy and understanding among diverse employees and give everyone a safe space to bring their authentic selves to work. The discussions facilitate the participation of all employees and avoid the siloing of individuals based on a specific identify factor like race or gender, to ensure everyone is aware of the issues and committed to change.

RESOURCES FOR INTERSECTIONALITY

Name	Source	Type	Target Area	Goals	Target Unit	Summary
GBA+ (Gender Based Analysis Plus)	Status of Women Canada	Tool	Risk Management	Conduct an effective and comprehensive intersectionality analysis to assess how groups of women, men, and non-binary people experience policies, programs, etc.	HR, D&I, All Management	See page 113
An Intersectional Approach to Discrimination: Addressing Multiple Grounds in Human Rights Claims	Ontario Human Rights Commission	Tool	Risk Management	Framework for a contextualized intersectional approach to analyzing discrimination in multiple grounds complaints.	HR, Legal	See page 113
Provincial & Territorial Human Rights Agencies	Canadian Human Rights Commission	Legislation	Risk Management	Key source of information on accessing provincial human rights commissions.	HR, Legal	See page 113
A Guide for Business: How to Develop a Human Rights Policy	United Nations Global Compact	Guide	Institutional Policies	Develop and implement a human rights policy that identifies and limits any negative human rights impacts that are linked to your business's operations.	HR, Legal	See page 114
Developing a Workplace Accommodation Policy	Canadian Human Rights Commission	Template	Institutional Policies	Develop an accommodation policy that meets human rights obligations.	HR, Legal	See page 114
Intersectionality and the Implications for Workplace Gender Equity	The Rotman Institute for Gender and the Economy	Article	Intersectionality Strategy	Learn what intersectionality is, and why it is important to approach workplace policies from an intersectional perspective.	HR, D&I, Senior Leadership	See page 114
Intersectionality Toolkit	International LGBTQ Youth and Student Organization	Toolkit	Intersectionality Strategy	Provide more information on intersectionality to organizations and activists and explores practices that improve inclusiveness.	HR, D&I, Senior Leadership	See page 115
Women of Colour in the Workplace Toolkit	European Network Against Racism	Toolkit	Intersectionality Strategy	Move beyond gender as a single category and shift to an intersectional approach to diversity management.	HR, D&I, Senior Leadership	See page 115
The Intercultural Development Inventory	Intercultural Development Inventory	Assessment	Inclusive Environment Assessment	Measure the intercultural competence of your workplace and receive a plan to improve your workplace culture.	HR	See page 115
Support for Trans Employees: A Guide for Employees and Managers	Public Services and Procurement Canada	Guide	Intersectionality Strategy	Provide a safe, respectful, and inclusive work environment for transgender and gender variant employees.	HR, Legal, All employees	See page 116

4. INTERNAL COMMUNICATION

In the movement to achieve gender equality in the workplace, communication resulting in awareness and elevated understanding is a key element to help establish an inclusive environment.[23] McKinsey & Company found that, although Canadian businesses are collecting gender-disaggregated data, 31 percent of respondents said progress on gender equality initiatives was not being shared across the company.[24]

Accurate, transparent, and effective internal communication mechanisms are needed to support all efforts implemented to advance gender equality. Implementing a strategic communication plan can motivate all internal stakeholders to become active participants, ensuring ongoing interest and progress while building accountability to established gender equality goals or outcomes. During company consultations, it was noted that effective communication is critical to embedding gender equality throughout the organization.

SUCCESS FACTORS FOR INTERNAL COMMUNICATION

Circulate clear and up-to-date data and information. By gathering and sharing accurate and pertinent gender-related information, you can avoid opinions or misinformation clouding the facts.

Set leaders up for success. In order to effectively communicate your gender equality policies, strategies, data, results, progress reports, concrete outcomes, action items, etc., leaders need to understand why it is important and what is expected of them.

Engage men as active agents in communication and highlight their actions. When men champion gender equality, progress rises considerably compared to when they remain outside of the conversation.[25]

Create a communications plan or campaign tailored to support your gender equality initiatives. If applicable, collaborate with your communications team or other relevant personnel and employ mixed methods to engage all levels of employees, such as: leadership messages; webinars; podcasts; speaker series; lived experiences campaigns; workshops; newsletters; intranet features.[26]

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23   Etta Olgiati and Gillian Shapiro, "Promoting Gender Equality in the Workplace," *European Foundation for the Improvement of Living and Working Conditions,* 2002.

24   Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017.

25   Fairygodboss, "This Study Reveals the Sad Reason Women Aren't Breaking More Glass Ceilings," 2017.

26   European Institute for Gender Equality, "Institutional Transformation: Gender Mainstreaming Toolkit," 2016.

RECOMMENDATIONS FOR INTERNAL COMMUNICATION

- **Language matters and influences whether or not a message is successfully circulated**, so consider intention, consistency, and frequency when spreading key messages.
- **Survey or interview employees** to establish their preferred method of receiving information and their baseline knowledge on gender equality initiatives.
- **Confirm the delivery of communication messages.** To ensure responsive employees, enact participatory measures such as an "acknowledge email" button, surveys tracking reception and comprehension, or scheduled opportunities to share thoughts or interact with leaders who are accountable for gender equality measures.
- **Consider who should share key messages to deliver the most impact.** For larger or international organizations, a regional head or department lead might be a more effective choice than the CEO or global lead.
- **Consider the audience of key messages.** Key messages should also be developed for different employees (e.g. messages for lower level employees might not be as relevant for middle managers).

- **Assemble gender equality ambassadors** to help facilitate internal communication and clarify questions or concerns from fellow employees. These individuals should have regular access to leadership and be equipped with current key messages and information.

ASSESS YOUR ORGANIZATION'S INTERNAL COMMUNICATION

- ✓ Is there clear and ongoing internal communication that gender equality is a priority to your business?
- ✓ Does your organization transparently communicate gender equality information (e.g. policies, strategies, data, results, progress reports, concrete outcomes, action items) to all employees?
- ✓ How does your organization ensure that gender equality information is visible to all employees?
- ✓ How does your organization ensure all senior leaders are prepared to effectively communicate gender equality information to employees?
- ✓ What methods does your organization use to communicate gender equality information to employees at all levels?

GOOD PRACTICES IN THE PRIVATE SECTOR

Turner & Townsend has an internal communication approach that uses multiple, coordinated methods to share information about gender equality. Every month, Turner & Townsend's head office in Toronto holds a Town Hall with the option for offsite employees to join via video conference. The human resources department provides an update on its gender equality initiatives and shares quantitative data related to representation and goals, as well as qualitative data based on storytelling. Turner & Townsend complements this regular communication with specific initiatives, including a monthly newsletter for equality, diversity, and inclusion topics; lived experience campaigns featuring women in the company; and Breaking Barriers Breakfasts, which are hosted by its Employee Resource Group focused on gender equality and are open to all employees that want to join the discussion.

In 2019, **ATB** celebrated International Women's Day by hosting a live, virtually accessible rotating panel with 10 executives participating as panelists. Ellevate, an ERG committed to advancing women in the workplace, set an ambitious goal to have 10 percent of the organization's employees attend the event in person or virtually. To internally communicate details of the event, ATB created an infographic that ranked the gender balance of specific departments and shared it within ATB's intranet community. Three senior executives commented on the infographic, which made it the most viewed post in ATB's history. To keep the momentum going, ATB made frequent posts on the intranet news feed and sent a calendar invite to over 1,300 members. To increase word of mouth, ATB launched two contests: 1) a ticket draw to see Michelle Obama, and 2) a call to design a new logo for Ellevate. By effectively utilizing technology and harnessing employee interest, ATB far exceeded its goal: 66 percent of team members attended the event in person or virtually.

RESOURCES FOR INTERNAL COMMUNICATION

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Gender Equality Strategy Guide: Embed and Communicate the Strategy	Workplace Gender Equality Agency (Australia)	Guide	Communication Strategy	Details the importance of an effective communications strategy and a number of considerations.	HR, D&I, Communications	See page 117
Gender Mainstreaming Toolkit	European Institute for Gender Equality	Tool	CommunicationStrategy	Plan a communications strategy for gender equality that creates transparency, raises awareness, and strengthens commitment.	HR, D&I, Communications	See page 117
Communications and Marketing Guide	Diversity Best Practice	Guide	Communication Planning	Create an overall communications and marketing plan to support diversity and inclusion efforts.	HR, D&I, Marketing, Advertising, Communications	See page 117
Gender-Inclusive Language Guidelines	UN Women	Guide	Communication Implementation	Provide guidance on how to use gender-responsive language in communications	All Units, Communications	See page 118
Communicating Your Gender Pay Gap	AON	Guide	Communication Implementation	Effectively communicate and disclose your gender wage gap by focusing on an action plan and real commitment to act.	HR, D&I, Corporate Reporting, Communications	See page 118

5. CLOSING GENDER WAGE GAPS

The gender wage gap measures the difference in what women earn compared to men. No matter how it is measured, whether hourly, annually, or as an average, a gap exists. According to Statistics Canada, women who are paid hourly earn $0.87 for every dollar earned by men, and women working full time earn $0.74 for every dollar that men make in annual earnings.[27] The wage gap disproportionately affects specific groups of women: Indigenous women, immigrant women, women of visible minorities, and women with disabilities earn $0.78, $0.89, $0.90, $0.94, respectively, for every dollar earned by women who do not identify as such.[28]

One way to address internal wage gaps is to identify gender discrimination in pay practices. Discriminatory pay practices can be addressed in two ways: by ensuring *equal pay for equal work* and *equal pay for work of equal value,* which is also known as *pay equity. Equal pay for equal work* requires that women and men receive equal compensation for substantially the same job (e.g. two machine operators on the same line with the same qualifications); all provinces in Canada have some form of legislation that addresses *equal pay for equal work* under a complaint-based system.

On the other hand, *pay equity* compares the compensation of women's jobs with men's jobs (e.g. female-dominated human resource jobs vs. male-dominated mechanical jobs). In a pay equity exercise, classify jobs by gender, assess their value to the organization in a gender-neutral way, compare the wages of female jobs to the wages of male jobs found to be comparable in value, and adjust wages accordingly if the female job is found to be underpaid. Undertaking a pay equity exercise, regardless of whether it is required or not, can reveal other aspects of gender discrimination in workplace practices, such as in recruitment, hiring, and promotion.

Pay equity laws exist in several Canadian jurisdictions. Ontario and Quebec have specific *pay equity* legislation that applies to both public and private sector employers. The Canadian federal government has passed the Pay Equity Act (2018) that applies to the federal public services and to private sector employers that are federally regulated, as well as to organizations that do business with the federal government.[29]

SUCCESS FACTORS FOR CLOSING GENDER WAGE GAPS

Formal recognition of the wage gap followed by the drafting of an action plan with tangible targets to address pay discrepancy are the first steps in eliminating internal gender wage gaps. For instance, the Canadian banking industry has committed to principles of *pay equity* for over 35 years and has established internal pay equity plans and policies.[30]

Organizations need to proactively close their gender wage gaps if they want to remain competitive employers and attract and retain talent. A 2019 study reported that 48 percent of Canadian working women and 52 percent of millennials would consider leaving their employer if they learned that male colleagues performing similar jobs had higher compensation.[31]

Transparently communicate remuneration information within the organization. The Ontario Ministry of Labour has identified that pay transparency is an essential component in facilitating open, honest, and informed dialogue regarding the wage gap between employees and employers.[32] For organizations doing business abroad, many states in the USA, and the UK and Australia require this disclosure.

Involve employee representatives in the pay equity review and implementation processes. The Labour Program, part of Human Resources and Skills Development Canada, recommends collaboration between management, unions (if applicable), and employee representatives to help prevent misinformation, promote understanding, and improve morale.[33] The new federal Pay Equity Act will require pay equity committees to be established in the aforementioned organizations with 100 or more employees or where there are unionized employees, to ensure their input in the process.

27   Melissa Moyser, "Women and Paid Work," *Statistics Canada,* 2017.

28   Statistics Canada, "Women in Canada: A Gender-Based Statistical Report," 2017; The Conference Board of Canada, "Immigrant Wage Gap," 2017.

29   The Pay Equity Act gives affected employers with at least 10 employees three years to come up with a pay equity plan. The legislation applies to federal public servants and political staff, as well as federally regulated sectors such as banking, shipping, and telecommunications. Government of Canada, "Pay Equity Act, SC 2018, c 27, s 416," 2018.

30   Canadian Bankers Association, "Remarks to the House of Commons Special Committee on Pay Equity," 2016.

31   ADP Canada and Leger, "Canada's Pay Equity Problem," 2019.

32   Ontario Ministry of Labour, "Pay Transparency Reporting," 2018.

33   Government of Canada, "Pay Equity Information Guide," 2019.

RECOMMENDATIONS FOR CLOSING GENDER WAGE GAPS

- **Identify any gender pay gaps** and analyze your data through an intersectional lens to investigate causes.
- **Review performance and promotion** rates by gender to identify any bias.
- **Review pay administration functions** to identify inequitable practices.
- **Confidentially ask your employees** about their perception of fairness and *pay equity* as well as the organization's progress on these topics.
- **Executive leadership should remove barriers** for HR teams to address *pay equity* and ensure transparent communication throughout the *pay equity* review and implementation processes.
- **Remuneration policies should address** *equal pay for equal work* and *equal pay for work of equal value.* Align to existing provincial pay equity legislation or the federal Pay Equity Act even if you are not required to comply with it.

- **Communicate and make remuneration policies available to all employees.** Also, ensure all managers responsible for performance reviews and remuneration decisions know the policies.
- **Establish practices that address and assess gender wage discrimination** throughout recruitment, retention, promotion, and career development. Examples include prohibiting questions about salary history in interviews, publishing paybands, or employing case-by-case revisions.
- **Recognize that the gender wage gap has wide-reaching socio-economic consequences** such as women or diverse groups receiving smaller pensions for longer retirement periods or being at higher risk of falling into poverty.

GOOD PRACTICES IN THE PRIVATE SECTOR

Baker McKenzie is committed to building gender parity and embedding inclusive practices across the firm globally. In the UK, in addition to aligning to statutory government gender pay reporting, the London office has also published voluntarily pay data for partners and ethnicity pay. Likewise, in Canada, Baker McKenzie will use the same measures as it has in the UK to improve workforce representation, especially as it relates to gender and ethnicity pay gaps. In order to accomplish this, the firm has committed to gender-balancing recruitment lists, providing inclusive leadership training, installing accountability mechanisms for gender action targets, and introducing the bAgile program to improve flexible work options.

As part of **Scotiabank's** commitment to discrimination-free decision making, the Bank reviews and analyzes information in relation to gender and remuneration for its Canadian banking and head office roles in Canada. In 2019, the analysis found less than a 4 per cent variance in wage gap, predominantly as a result of demographic and role differences. Scotiabank has used the findings from this analysis to commit to transparent, fair, and performance-based remuneration policies to further narrow the gap. This commitment includes concrete action such as conducting annual wage gap reviews, providing gender dashboards to senior leaders at mid-year and year-end points, publishing salary ranges internally, and providing managers with resources and support to help ensure bias-free decision-making.

ASSESS YOUR ORGANIZATION'S COMMITMENT TO CLOSING GENDER WAGE GAPS

✓ Has your organization identified its gender wage gap and its causes?
✓ To what extent is your CEO committed to reducing/eliminating the gender wage gap?
✓ How does your organization ensure that gender-based wage discrimination does not exist?
✓ Does your organization have an *equal pay for equal work* and *pay equity* policy or equivalent?
✓ How does your organization ensure that *pay equity* is addressed?
✓ Is your organization compliant with relevant *equal pay for equal work* and *pay equity* legislation?
✓ Does your organization publish gender wage gap data in public corporate reports or filings?
✓ Does your organization share gender wage gap data in internal reports?

GOOD PRACTICES IN THE PRIVATE SECTOR

Starbucks has publicly committed to closing its gender pay gap across the world and vowed that pay equity will remain a priority even after reaching its goal. In March 2019, Starbucks Canada announced that it had achieved gender equity in pay. To accomplish this goal, Starbucks created a set of 10 principles that focus on three areas:

Equal Footing
1. Do not ask candidates about their salary history
2. Remove any caps on promotional increases
3. Provide a position's pay range upon candidate's request

Transparency
4. Publish pay equity progress annually
5. Use an offer standards calculator to determine starting pay range roles
6. Do not retaliate or discriminate against employees for asking about or discussing wages

Accountability
7. Set a goal to achieve and maintain 100 percent gender pay equity globally
8. Conduct comprehensive compensation analyses
9. Analyze compensation decisions before they are final
10. Address any unexplained difference in pay between men and women performing similar duties

RESOURCES FOR CLOSING GENDER WAGE GAPS

Name	Source	Type	Target Area	Goals	Target Unit	Summary
An Overview of Pay Equity in Various Canadian Jurisdictions	Ontario Pay Equity Commission	Guide	Legislation	Ensure that your business's pay policies and practices are in accordance to the various Canadian jurisdictions.	Legal, HR	See page 119
Pay Equity Information Guide	Government of Canada	Guide	Legislation	Provide guidance on the pay equity provisions in the Canadian Human Rights Act and how they apply to federally regulated private sector employers and Crown corporations.	Legal, HR	See page 119
Pay Equity Act Backgrounder	Employment and Social Development Canada	Guide	Policy Implementation	Learn about the key features of the new Pay Equity Act and how to compare and assess job classes, work value, and compensation.	Legal, HR	See page 120
A Guide to Interpreting Ontario's Pay Equity Act; Pay Equity Mini-Kit; Regression Analysis Tool and Calculators; Pay Equity Plan Samples	Ontario Pay Equity Commission	Guide	Legislation	Ensure that your legal and HR departments are aware of the requirements of the Pay Equity Act (Ontario), learn to evaluate job classes and rates, learn to use the proportional value method.	Legal, HR	See page 121
E-Learning Modules: Pay Equity for Small Businesses	Ontario Pay Equity Commission	Online Learning	Policy Implementation	Determine pay equity requirements and learn how to compare jobs for pay equity.	Legal, HR	See page 121
Interactive Job Comparison Tool for Small Businesses	Ontario Pay Equity Commission	Tool	Policy Implementation	Create a job comparison system that can be adapted and applied to your business.	Legal, HR	See page 121
Guide to Gender Pay Equity; Designing an Equitable Remuneration Policy; Gender Pay Gap Calculator Guide	Workplace Gender Equality Agency (Australia)	Guide	Pay Equity Strategy	Take practical steps to improve pay equity through your gender equality strategy, develop an effective remuneration policy, and identify causes of the different types of gender wage gap.	Legal, HR	See page 122
Pay Equity for Small Businesses: Three Step Guide to Fairer Pay in Your Organisation	Workplace Gender Equality Agency (Australia)	Tool	Pay Equity Strategy	Address pay inequality between men and women in your small business.	HR	See page 123

6. RECRUITMENT, RETENTION, AND PROMOTION

Gender-responsive recruitment, retention, and promotion at all levels of the organization ensures diversity of thought and experience, increased innovation, a better understanding of the customer base, and improved financial outcomes. However, the private sector is falling short in its efforts to recruit, hire, promote, and retain women.[34] The recruitment, retention, and promotion gender gap is due to several factors, many of which come down to systemic bias, lack of opportunity, and flawed policies or practices. For instance, when applying to a new position, women generally strive to meet all the qualifications of a job posting and strictly follow hiring guidelines, unlike men in similar positions.[35] Additionally, women are more likely than men to leave a job or downgrade their career aspirations in order to provide eldercare or childcare and balance domestic duties.[36] Moreover, women have fewer opportunities to interact with senior leaders and, therefore, receive less executive and managerial support than men, resulting in men being promoted to manager 2.5 times more than women.[37]

SUCCESS FACTORS FOR RECRUITMENT, RETENTION, AND PROMOTION

Review human resources processes (i.e. recruitment, screening, hiring, and selection; training and development; promotion and succession; and retention and termination) to determine whether policies or practices discriminate by gender. Then, implement formal measures to address and prevent bias, discrimination, and stereotypes (e.g. training, checklist criteria, standard interview scripts and questionnaires, diverse committees, process reports).

Assess job posting and roles with a gender-responsive lens (e.g. review skills qualifications, language, role titles). During company consultations, it was noted that internally evaluating roles during a "discovery stage" of the recruitment process could help create gender-neutral job descriptions and anticipate how potential applicants perceive roles. For example, one company found that changing the name of a role from "technician" to "advisor" drastically increased the number of women applying.

Train all relevant managers with recruitment, hiring, promotion, and termination capacities and ensure they are aware of the importance of gender equality and diversity targets. Senior leadership commitment becomes middle management's responsibility during the recruitment, retention, and promotion processes and action can stall if these managers lack resources to execute goals.

Evaluate promotion and succession planning processes. During company consultations, it was noted that succession planning could be departmental, horizontal, or less linear, particularly when certain leadership roles are not regularly available, to allow for a larger pool of candidates.

Design specific strategies to hire and promote women into management positions. Women are 30 percent less likely than men to be promoted from entry level to management positions. One particular barrier revolves around parental leave: women often feel overlooked for promotions, excluded from mentorship opportunities, or find barriers to re-entering the workforce.[38]

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34 Alexis Krivkovich et al., "Women in the Workplace 2018," *McKinsey & Company,* 2018.

35 Tara Sophia Mohr, "Why Women Don't Apply for Jobs Unless They're 100% Qualified," *Harvard Business Review,* 2014.

36 Employment and Social Development Canada, "Women and the Workplace: How Employers Can Advance Equality and Diversity," 2019.

37 Alexis Krivkovich et al., "Women in the Workplace 2018," *McKinsey & Company,* 2018.

38 Rachel Thomas et al., "Women in the Workplace 2019," *McKinsey & Company,* 2019; Bob Moritz and Sharmila Karve, "3 Things Women Need to Succeed in Their Career – According to Women," *World Economic Forum,* 2018.

RECOMMENDATIONS FOR RECRUITMENT, RETENTION, AND PROMOTION

- **Establish gender and diversity targets** for hiring and promotion at all levels because what gets measured gets prioritized.
- **Create mechanisms to ensure managers are accountable**. For example, mandating diverse candidates in job lists, creating job evaluation committees comprised of diverse employee representatives, adopting rationale documents for any hiring or promotion decisions.
- **Ensure interview panels and/or hiring committees are diverse** and provide them with diversity and inclusion training.
- **Don't let assumptions and bias impact talent conversations.** Typical assumptions include: She's too nice, she wouldn't want this job; she has children, work travel will be too demanding.
- **Evaluate recruitment, attrition, and promotion history** (e.g. starting three years prior) for all levels by gender and other identities.
- **Monitor and track current rates** of recruitment, attrition, and promotion aiming for proportional rates at all levels.
- **Expand the scope of search and sourcing methods** to attract more diverse candidates (e.g. external networks, search firms, career fairs, job boards).
- **Emphasize the development of career plans for all employees** and support their short- and long-term ambitions and aspirations, including those that do not follow linear paths.

ASSESS YOUR ORGANIZATION'S RECRUITMENT, RETENTION, AND PROMOTION

- ✓ Does your organization have recruitment practices or policies that are gender-responsive?
- ✓ Does your organization have recruitment practices to encourage more women to apply for open positions (e.g. promote openings within women's professional networks or associations, use industry-specific job boards or career fairs, recruit from a broad range of universities or educational institutions)?
- ✓ Does your organization have recruitment practices to encourage all genders to apply for open positions in non-traditional careers (e.g. promote openings within professional networks or associations, use specific job boards or career fairs, recruit from a broad range of universities or educational institutions)?
- ✓ Does your organization perform a gender analysis of its jobs and roles to reduce bias and discrimination in job descriptions (e.g. review skills qualifications, language use, role titles)?
- ✓ How does your organization address bias, discrimination, and stereotypes in its recruiting, screening, and hiring processes?
- ✓ How does your organization address bias, discrimination, and stereotypes in its performance reviews and promotion or succession processes?
- ✓ How does your organization ensure that employees of all genders have equal development and advancement opportunities?
- ✓ How does your organization ensure that all employees are aware of available development and advancement opportunities?
- ✓ Does your organization track recruitment, hiring, attrition, or promotion rates by gender?
- ✓ Does your organization track recruitment, hiring, attrition, or promotion history by gender?
- ✓ Does your organization track attrition and promotion rates following pregnancy/maternity and parental leave?

GOOD PRACTICES IN THE PRIVATE SECTOR

One of the ways that **Export Development Canada (EDC)** is addressing the hiring gap is by focusing on the interview process. One of EDC's units acknowledged its low rate of women hires and decided to intervene with changes during the interview stage. This team improved its hiring panel selection to ensure that all panels are comprised of one lead person, one person in charge of team culture, and one person in charge of technical skills. This change has resulted in a more balanced assessment of candidates and a higher rate of women hires.

IKEA is showcasing strong commitment towards having gender-balanced recruitment, retention, and promotion. IKEA's Diversity & Inclusion Approach outlines six steps:
1. Establish the mindset for diversity and inclusion
2. Analyze co-worker diversity
3. Set local goals for diversity
4. Develop a local action plan for diversity
5. Create an infrastructure for inclusion
6. Measure diversity and inclusion

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

RESOURCES FOR RECRUITMENT, RETENTION, AND PROMOTION

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Equity, Diversity and Inclusion: A Best Practices Guide for Recruitment, Hiring and Retention	Canada Research Chairs	Report	Human Resources Systems	Address the areas that require improvement within recruiting, hiring, and retention, as well as the various stages that exist between those processes.	HR, D&I	See page 124
The Guide to Gender Diversity in Employment	Atlantic Ministers Responsible for the Status of Women	Guide	Human Resources Systems	Identify gender inequality and develop a gender diversity strategy for your workplace that includes recruitment, hiring, promotion, retention, and termination policies.	HR, D&I	See page 124
Paradigm for Parity Toolkit	Paradigm for Parity Coalition	Toolkit	Human Resources Systems	Improve recruitment strategies to be more gender-balanced and inclusive.	HR, D&I	See page 124
Workplace Diversity Through Recruitment	Ideal	Guide	Recruitment	Achieve greater diversity with improved recruitment strategies, such as creating job postings, policies, and methods that attract diverse candidates.	HR, D&I	See page 125
Winning the Fight for Female Talent – How to Gain Diversity Edge Through Inclusive Recruitment	PwC	Report	Recruitment	Use the most impactful recruitment practices that embrace diversity in your workplace.	HR, D&I	See page 125
Textio Hire App	Textio	Tool	Recruitment	Improve the language in your business's job descriptions to attract a more diverse applicant pool.	HR	See page 125
7 Ways You Might be Overlooking Talent	Center for Creative Leadership	Toolkit	Career Advancement	Recognize and address the unconscious biases that create barriers for women's advancement in your business.	CEO, Senior Leadership, All Management	See page 126
Bias in Performance Management Review Process	Cook Ross	Tool	Performance Reviews	Identify and mitigate various types of bias that exist in the workplace to create an inclusive talent pipeline.	Senior Leadership, All Management	See page 126
Board Directors' Playbook	Canadian Gender & Good Governance Alliance	Guide	Board Composition	Establish a diverse Board of Directors by providing equal opportunities for aspiring women.	Board of Directors	See page 126
Gender Diversity on Boards in Canada	Catalyst	Report	Board Composition	Improve gender diversity on the Board of Directors, while also working at all levels of the business.	Board of Directors	See page 127

7. CAREER DEVELOPMENT

Career development practices provide employees with effective ways to acquire new skills, take on more responsibility, and enhance their knowledge, which can help them succeed at their current jobs, earn promotions, and transition to new positions. Support from senior management – either in the form of mentorship or sponsorship – and key assignment allocation are crucial factors for employee advancement.[39] Even though both women and men observe a lack of support that prevents their career development, women, and especially those with intersectional identities, tend to have less access to career development opportunities, fewer visible role models, and more pressure if they are the "only" representatives of their gender in certain positions.[40]

According to a 2019 report, almost half of male managers are uncomfortable participating in common work activities with a woman at work.[41] Moreover, if a woman has a particularly successful career, other employees may believe the success is a result of unfair assistance from leadership as opposed to her own ambition, experience, and talent. In order to prevent backlash and provide equal opportunities for advancement, organizations need intentional and adaptive career development practices that respond to the needs of all employees.

SUCCESS FACTORS FOR CAREER DEVELOPMENT

Establishing formal career development programs that include sponsorship, mentorship, networking, and Employee Resource Groups (ERGs) will help organizations provide potential women and diverse leaders equal access to those opportunities offered to their male counterparts.

Ensure that formal career development programs are available to all employees. Although, women-only programs can be effective, especially in male-dominated industries, they can also send the wrong message about women's ability or competence, depending on how these programs operate.[42] While companies should explicitly target high-performing women and diverse candidates, programs should be designed to accelerate the careers of all participants.

Effective sponsorship requires that the sponsors have a voice in decision-making processes.[43] McKinsey & Company found that sponsorship by a senior leader is the most important criteria for career advancement.[44]

Beneficial mentorship involves providing valuable career advice and guidance as well as actionable feedback to help improve skills or performance.[45] Formalized mentorship programs hold both parties accountable and prevents backlash affecting women's access to male mentors.[46]

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39   Mentorship involves a mentor providing reactive career advice, guidance, and feedback to help a mentee improve skills or performance, while sponsorship requires active support from someone who has a voice in the decision-making process (usually a senior leader). The sponsor drives the relationship by protecting, advocating, or fighting for their protégé's career advancement and access to critical opportunities. Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017; Herminia Ibarra, "A Lack of Sponsorship Is Keeping Women from Advancing into Leadership," *Harvard Business Review*, August 2019.

40   Alexis Krivkovich et al., "Women in the Workplace 2018," *McKinsey & Company,* 2018.

41   Lean In, "Mentor Her," 2019.

42   Openside, "Overcoming the Gender Leadership Gap and Women Only Development Programmes," 2016.

43   Catalyst, "Coaches, Mentors, and Sponsors: Understanding the Differences," 2014.

44   Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017.

45   Lean In, "Mentor Her," 2019; Catalyst, "Coaches, Mentors, and Sponsors: Understanding the Differences," 2014.

46   Lean In, "Mentor Her," 2019.

RECOMMENDATIONS FOR CAREER DEVELOPMENT

- **Engage leaders and establish their role in career development programs.** CEO and senior leadership should encourage honest conversations among all levels of employees.
- **Be strategic and purposeful when designing career development programs.** Identify areas and levels of the business that would benefit most from the programs, assess your future workforce demographics needs, set formal goals and measurement methods, and develop a strong communications plan to promote programs.
- **Make space for non-traditional career development.** Examples include: tailoring programs to support women in male-dominated roles and men in women-dominated roles; sharing information about non-traditional career paths, horizontal progression, and non-linear advancement.

- **Encourage employees' participation in internal Employee Resource Groups (ERGs) as well as external networks.** These groups can support organizational efforts of mentoring, training, employee engagement, retention, and critical business objectives.
- **Avoid "similar to me" relationships and look beyond traditional mentoring structures** that could limit opportunities for women, visible minorities, people with disabilities, etc. Aim to match people according to skills and development needs, which can include having multiple mentors or reverse-mentoring aspects.
- **Set expectations for relationships** that are mutually agreeable and hold both parties accountable. Each party should benefit from mentoring or sponsorship for the duration of the relationship.
- **Provide sufficient information, support, and resources** as part of career development programs. Training will help all parties understand their roles, cultivate self-advocacy skills, and ensure participants are effective and engaged.

GOOD PRACTICES IN THE PRIVATE SECTOR

Blake, Cassels & Graydon LLP's Employee Resource Group, the Women@Blakes Network, provides support, mentorship, client development, networking opportunities, and work-life resources to women law professionals at the firm in an effort to ensure their professional success. One of the group's initiatives, "Making It Rain," targets middle-level to senior associates to build business development skills by offering tailored training. Over the course of a year, the participants are expected to meet with their coaches and present concrete examples of business development initiatives they have undertaken, which also promotes cross-selling and strengthens informal networks.

Nutrien's Accelerate Development Program was first launched as an internal two-year program focused on sponsorship and skill improvement for high-potential women. Candidates designed personal career development plans, received additional leadership training, participated in personal development programs, and received personal coaching from an external facilitator. Then, the program provided candidates with access to a formal sponsorship program that included a selection of senior leaders from different areas of the business.

Stantec's Women's Leadership Development Committee is dedicated to building awareness related to unconscious bias in the workplace, empowering women in the organization to build confidence, and helping women expand their spheres of influence. To increase promotion rates and advancement opportunities for women in the organization, the committee has established the first women's sponsorship program, SponsorHer@ Stantec, and continuously supports all 40 Women@Stantec Employee Resource Group chapters.

Unilever has a number of programs and policies in place to attract, empower and promote new and current employees. For example, Unilever offers a three-year Future Leaders Program to prepare new graduates for business roles in the organization, as well as a leadership program called Villa Leadership, which helps to prepare and support female employees for senior leadership roles.

ASSESS YOUR ORGANIZATION'S CAREER DEVELOPMENT

✓ Does your organization offer mentorship programs?

✓ Does your organization offer sponsorship programs?

✓ Does your organization offer career development programs other than mentorship or sponsorship (e.g. training, networking, Employee Resource Groups)?

✓ How does your organization ensure that all career development programs respond to the needs of all employees?

✓ Does your organization evaluate the outcomes from career development programs by gender to determine how they impact career paths?

✓ How does your organization prevent discrimination or bias in career development programs?

✓ How does your organization ensure that senior leaders participate in mentorship and/or sponsorship programs?

✓ How does your organization hold both parties accountable in mentorship and/or sponsorship relationships?

RESOURCES FOR CAREER DEVELOPMENT

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Mentoring & Sponsoring Starter Kit	Center for Creative Leadership	Guide	Mentorship and Sponsorship	Help participants learn how to make the most of their mentoring or sponsoring relationship.	HR, Senior Leadership	See page 128
How to Mentor or Sponsor Women Without Sending the Wrong Message	HR Dive	Article	Mentorship and Sponsorship	Develop mentoring and sponsoring programs that are inclusive, diverse, and meaningful for all participants.	HR, Senior Leadership	See page 128
A Lack of Sponsorship Is Keeping Women from Advancing into Leadership	Harvard Business Review	Article	Mentorship and Sponsorship	Create and implement varying degrees of sponsorship relationships for women.	HR, Senior Leadership	See page 128
What Men Can Do to Be Better Mentors and Sponsors to Women	Harvard Business Review	Article	Mentorship and Sponsorship	Improve sponsorship programs to uplift diverse talent in your organization.	HR, D&I, Senior Leadership	See page 129
Employee Resource Leadership Initiative	Catalyst	Initiative	Employee Resource Group	Connect with Employee Resource Groups across companies, industries, functions, and regions to share ideas and practices.	HR, D&I, ERGs	See page 129
Employee Resource Groups: Toolkit for Diversity and Inclusion Practitioners	The Canadian Centre for Diversity and Inclusion	Toolkit	Employee Resource Group	Develop and implement successful Employee Resource Groups in your business.	HR, D&I, ERGs	See page 129
Women's Associations	Women of Influence	List	External Networking Groups	Partner with a women's association in Canada to support internal gender equality efforts.	HR, D&I	See page 129
My Career Toolkit: Professional Associations and Networking Groups	Catalyst	Toolkit	External Networking Groups	Provide women with the opportunity to join various professional associations and networking groups in Canada and around the world.	HR, D&I	See page 130
Catalyst Women on Board	Catalyst	Program	Board Composition	Improve women's advancement and appointment to boards in your business.	CEO, Senior Leadership, HR	See page 130

8. WORKPLACE FLEXIBILITY

Workplace flexibility occurs when employers and employees work together to determine agreeable adjustments to standard working arrangements. Changes to work schedule, location, and conditions are designed to better accommodate employees' needs and preferences, oftentimes improving employee wellbeing and allowing for a more holistic balance between work and personal life.[47] Businesses that adopt flexible work arrangements tend to enjoy the following benefits:[48]

- Recruitment and retention of talent
- Increased workplace diversity
- Reduced absenteeism
- Improved employee engagement, morale, and productivity

Workplace flexibility is gradually becoming a more common practice across Canada. The Conference Board of Canada reported that 86 percent of surveyed companies offer at least one type of flexible work arrangement; flexible working hours is the most common practice. However, the use of other types of arrangements is still limited.[49] Workplaces can do more to support employees by expanding flexible work options (e.g. customized hours, remote work, part-time work, compressed workweek, job sharing, gradual retirement, sabbaticals), extending parental or dependent leave, introducing childcare supports, and designing facilities that support the needs of individuals.

SUCCESS FACTORS FOR WORKPLACE FLEXIBILITY

One size does not fit all. Determine what flexibility means to all employees in your organization and its applicability by analyzing job requirements and job descriptions. Regularly assess the use of these options, accommodate to individual needs, and update policies based on employee feedback.

Formalize an inclusive workplace flexibility policy and apply it consistently. As noted during company consultations, managers or team leaders often have decision-making power over the use of workplace flexibility. Increase their awareness about the organization's position on the topic, the benefits, and relevant policies.

Ensure workplace flexibility is available for all employees regardless of where they work, what job they hold, and their motivation for utilizing these types of arrangements. Provide all employees with necessary resources, tools, technology, training, and support to ensure they are equipped to successfully utilize flexible work options.

Encourage men to take the lead – especially when it comes to parental leave. When men take parental leave, the penalty on women's pay or advancement that occurs when they take parental leave can be reduced.[50] The Government of Canada has implemented the Employment Insurance Parental Sharing Benefit that allows for five to eight weeks of shared parental leave to allow for a more equal distribution of childcare responsibilities.[51]

47   Australian Workplace Gender Equality Agency, "Briefing Note: About Workplace Flexibility," 2018; Equileap, "Gender Equality Global Report & Ranking," 2018.

48   Government of Canada, "Flexible Work Arrangements: What Was Heard," *Labour Program, Employment and Social Development Canada,* 2016.

49   The Conference Board of Canada, "Rethinking 9 to 5: Canadian Organizations Step Up to Support Employees Through Flexible Work Arrangements," 2018.

50   Emily Eaton and Carole Jackson, "Want to Improve Gender Equality at Work? Help Men Take Parental Leave," *MERCER,* 2018.

51   Government of Canada, "New Five-Week Parental Sharing to Start in March 2019," 2018.

RECOMMENDATIONS FOR WORKPLACE FLEXIBILITY

- **Establish trial periods or pilot programs** to test flexible work options and review results. Participants should be departments, teams, or individuals who are invested in advancing workplace flexibility to effectively shed light on key benefits and potential challenges.
- **Create a workplace flexibility strategy** that contains goals, metrics, implementation plans, and evaluation methods. Flexible work should be aligned to greater strategies such as a gender equality strategy and business strategy.
- **Awareness and capacity building are essential**. Share your workplace flexibility strategy across the organization and discuss employee and leader expectations and responsibilities.
- **Encourage leaders to adopt workplace flexibility arrangements.** Leaders, irrespective of their gender, should model these options to promote culture change at all levels of the organization.
- **Implement training for managers** and equip them with resources to effectively manage workplace flexibility (e.g. Slack, Skype, Basecamp, Unified Communications).

- **Change the way you discuss workplace flexibility to remove any stigma**. All employees should feel comfortable and face no reproach for taking advantage of any available options.
- **Align performance review processes to flexible work.** Measure performance based on productivity and results, not face time or hours worked.
- **Accommodate for flexible arrangements in-office or on-site.** Examples include break areas, lactation rooms, childcare facilities in all washrooms, take your kid to work options, and time off for dependent responsibilities.
- **Address parental leave expectations** before, during, and after these periods for both employees and employers to address questions and concerns for the short and long term.
- **Implement practices to support parental and dependent care responsibilities.** For instance, top ups for pregnancy, adoption, parental and dependent leave, and employer-supported childcare (e.g. subsidies, reserved spots in daycares, on-site facilities, external partnerships to provide extended-hour care or backup childcare).

GOOD PRACTICES IN THE PRIVATE SECTOR

BASF fosters work-life balance by offering benefits tailored to every stage of life. When it comes to supporting parents, BASF provides mothers and fathers with paid parental leaves up to 100 percent of salary for 17 weeks, and academic scholarships.

Export Development Canada (EDC) supports new mothers and fathers through maternity (during pregnancy) and parental (after birth) top-up of up to 95 percent of salary. Additionally, building on feedback from employees, EDC gives those on parental leave the option to choose the level of contact they wish to receive from their leader, and to keep their mobile phones and tablets.

TELUS' Work Styles program gives employees the flexibility to work from a hybrid office and remote setting. This flexibility strengthens employee accountability, ownership, control, and ultimately, engagement. TELUS has seen clear results from supporting flexible work such as savings in real estate and reductions in travel expenses. In 2018 alone, TELUS avoided over 18,500 tonnes of carbon dioxide emissions and reduced 2.9 million hours of commuting time.

ASSESS YOUR ORGANIZATION'S WORKPLACE FLEXIBILITY

✓ Does your organization offer flexible work schedules (e.g. start/finish, compressed work weeks, time swaps, split shifts)?

✓ Does your organization offer flexible number of hours worked (e.g. reduced hours/part-time, job sharing, partial leave)?

✓ Does your organization offer flexible work locations?

✓ Does your organization offer flexible leaves (e.g. short- and long-term family responsibility leave, bereavement leave, buyable leave, educational leave)?

✓ Does your organization provide top-ups for pregnancy, adoption, parental, or dependent care leave?

✓ Does your organization offer in-office and on-site workplace flexibility (e.g. lactation rooms, childcare facilities in all washrooms, break areas, time off for dependent responsibilities, take your kid to work options)?

✓ Does your organization have transition programs to support employees going on and coming back from extended leave (e.g. pregnancy, parental, dependent care, bereavement leave)?

✓ Does your organization have additional childcare benefits for parents (e.g. emergency backup childcare, childcare subsidies, on-site childcare)?

✓ To what extent is your organization's workplace flexibility policy aligned with its approach to gender equality?

✓ How does your organization ensure that all managers and/or team leaders are equipped to successfully manage workplace flexibility arrangements?

✓ How does your organization ensure that all employees are equipped to utilize workplace flexibility arrangements?

✓ Does your organization encourage all employees to use its workplace flexibility arrangements?

✓ Does your organization encourage men to use adoption, parental, or dependent care leave?

✓ Does your organization assess employee use of its workplace flexibility arrangements by gender?

RESOURCES FOR WORKPLACE FLEXIBILITY

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Workplace Flexibility Strategy; Manager Flexibility Toolkit; Employee Flexibility Toolkit; Readiness Assessment; Flexibility Focus Group Guidance; Flexibility Business Case; Developing a Flexible Working Arrangement Policy	Workplace Gender Equality Agency (Australia)	Toolkit	Workplace Flexibility Strategy	Implement flexible working arrangements for your employees to create successful, engaged, and productive flexible teams.	CEO, All Management, HR, D&I, All Units	See page 131
A Manifesto for Change	Timewise & Deloitte	Guide	Workplace Flexibility Strategy	Create effective workplace flexibility that responds to all of your employees' needs.	CEO, Senior Leadership, All Management	See page 134
Leveraging Workplace Flexibility for Engagement and Productivity	SHRM	Report	Workplace Flexibility Assessment	Understand the challenges and benefits of workplace flexibility and implement a flexibility arrangement that boosts engagement and productivity.	HR, All Management	See page 134
Workflex and Managers Guide; Workflex and Small Business Guide; When Work Works – Additional Resources	When Work Works	Guide	Workplace Flexibility Development	Provides managers with the capabilities to support employees' success through flexible work arrangements.	HR, All Management	See page 134
Making it Work – How to Effectively Manage Maternity Leave Career Transitions	Canadian Education and Research Institute for Counselling	Guide	Maternity and Parental Leave	Develop specific strategies that respond to the needs of your business and employees as a result of pregnancy, birth, or adoption.	HR, All Management	See page 135
Want to Improve Gender Equality at Work? Help Men Take Parental Leave	MERCER	Article	Maternity and Parental Leave	Encourage men in your business to take parental leave.	HR, All Management	See page 136
Tackling Childcare - The Business Case for Employer-Supported Childcare	International Finance Corporation	Report	Childcare	Design and implement a childcare strategy that supports all employees' needs.	HR, Senior Leadership	See page 136
What Is the Link Between Business Strategy and Workplace Design?	JLL	Article	Built Environment	Design physical workspaces to drive engagement, empowerment, and fulfillment.	HR, Senior Leadership	See page 136
Creating a Breastfeeding Friendly Workplace	Ontario Public Health Association	Report	Built Environment	Create a family-friendly workplace that will enable employee balance between careers and parenting responsibilities.	HR, Senior Leadership	See page 137
Federal, Provincial, and Territorial Maternity and Paternity Leave Information	Various Provincial, Territorial, and Federal Legislation	Guide	Legislation	Ensure that your business is compliant with the relevant maternity and parental leave legal requirements.	Legal, HR	See page 138

9. WORKPLACE WELLBEING AND SAFETY

Gender can influence workplace wellbeing and safety in many complex and multifaceted ways. Organizations have a responsibility to ensure occupational health and safety in the workplace, prevent workplace violence and harassment, support employees' psychological safety and mental health, and create the conditions that enable everyone to feel comfortable at work. However, policies, practices, and procedures have typically favoured men and, at times, discouraged women from participating in the workplace by disadvantaging their productivity as well as their physical and mental health needs.[52] In particular, the environment and conditions within male-dominated industries can pose a challenge to women's safety and wellbeing.

Providing supportive working conditions for everyone requires mainstreaming gender into all aspects related to health, safety, wellbeing, and risk management by recognizing that physical and psychosocial factors affect people differently depending on their gender identity.[53] For example, women experience gender-based violence in the workplace more commonly than men and specific groups of women are at higher

risk than others, including senior leaders, LGBTQ2+ women, Indigenous women, women with disabilities, and women in male-dominated fields.[54] To address this issue, in October 2018, the Government of Canada passed Bill C-65 with the intention of creating an integrated framework to protect federally regulated employees from harassment and violence in the workplace. However, all companies must proactively implement plans and ensure the mechanisms are in place to guarantee employee wellbeing and reduce health and safety risks.

Gender-responsive workplace wellbeing and safety features can generate the following benefits:[55]

- Reduced workplace inequality
- Increased productivity
- Decreased rate of attrition
- Decreased absenteeism
- Reduced legal and reputational risks

On the other hand, failing to take this approach poses the following risks:[56]

- Decreased wellbeing of employees
- Decline in employee morale and trust
- Loss of social license to operate
- Increased chance of legal liability and reputational damage

SUCCESS FACTORS FOR WORKPLACE WELLBEING AND SAFETY

Defining what workplace wellbeing and safety means to your organization and the role gender plays in how employees experience or understand wellbeing and safety. Implement corresponding measures, practices, initiatives, and strategies that reflect these differences as well as acknowledge that incidents outside of the workplace can impact employee wellbeing.[57]

Increasing the representation of women and underrepresented groups in wellbeing and safety decision-making to identify how workplace policies, programs, processes, controls, design, and environment can reduce inequalities.

Linking occupational health and safety to workplace equality actions, including harassment and violence, mental health, and built environment, will promote gender-responsiveness in workplace wellbeing and safety management.[58]

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52   Melinda Gates, "We're Sending Our Daughters into a Workplace Designed for Our Dads," *LinkedIn,* September 27, 2017.

53   United Kingdom's Health and Safety Executive, "Vulnerable Workers – Gender," n.d.

54   Gender-based violence (GBV) is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (gender) differences between females and males. It can include physical, verbal, sexual, psychological, or socio-economic violence. UN Women, "Gender Equality Glossary," n.d.; Institute for Work & Health, "Sex/Gender Analysis: Are Risks of Violence at Work Higher for Men or Women? It Depends on Type of Violence," 2018; Government of Canada, "Budget 2018's Gender Results Framework," 2018.

55   BSR, "Women's Safety in the Workplace," 2016.

56   Katie Martinelli, "What Are the Consequences of Poor Health and Safety Procedures?" *High Speed Training,* 2017; International Institute of Risk and Safety Management, "How Safe Is Your Reputation?" 2017.

57   International Labour Organization, "Gender and Occupational Safety and Health," n.d.

58   European Agency for Safety and Health at Work, "Including Gender Issues in Risk Assessment," 2003.

RECOMMENDATIONS FOR WORKPLACE WELLBEING AND SAFETY

- **All levels of leadership need to actively create safe spaces** and foster safety culture throughout the organization. Employees should feel comfortable to "see something, say something."

- **Prevention, promotion, and resolution** are key elements when designing or revising policies or approaches to enhance physical and psychological health and safety in the workplace. Include monitoring mechanisms within each of these stages to ensure a comprehensive process.

- **Develop gender-responsive workplace wellbeing and safety indicators** based on disaggregated data. Identify and assess working conditions from the perspective of women and marginalized groups through quantitative and qualitative methods collection such as lived experiences.

- **Implement a formal zero-tolerance policy** for gender-based violence that applies to all levels, all types of workers, and anyone who has a relationship with your organization. This policy should include a range of options in terms of determining sanctions and consequences.

- **Establish clear, confidential, and reprisal-free reporting and due investigation mechanisms** for cases of gender-based discrimination and violence. Set up specific steps for all formal and informal grievances, prevent any reprisals for reporting, and beware of backlash that can derail efforts.

- **Assess safety needs of different genders from an intersectional perspective** and provide mechanisms to protect all employees when working on- and off-site. Options include a remote check-in system, arranging security or transportation for afterhour work, designating gender-neutral washrooms, and consulting with all genders in the renovation or design of workspaces.

- **Consider the needs of all genders when planning for employee benefits packages** and wellbeing options (e.g. sick days, vacation days, parental leave, alternative work arrangements, and benefits for reproductive health and mental health).

- **Assign a specific person or accountable party** with the task of establishing measures to prevent, detect, and act on harassment or gender-based violence. Ensure your company supports victims of harassment and gender-based violence in the workplace as well as victims of domestic violence.

- **Provide regular training for all employees, especially for managers and those in human resources** to help to foster widespread recognition and support. Cover all aspects of workplace wellbeing and safety and using scenarios tailored to your specific workplace and sector.

- **Work proactively to destigmatize mental health and create awareness** on gender-specific mental health risk factors. Be prepared with formal policies and resources to support those experiencing issues related to mental or physical health, personal crises, unexpected events, etc.

GOOD PRACTICES IN THE PRIVATE SECTOR

CAE is committed to creating a safe workplace and enhancing employee wellbeing. To prevent and address potential risks and hazards, CAE developed "EthicsPoint". This is a third-party platform with a website and hotline that employees, customers, partners, and suppliers can use to confidentially report issues related illegal or unethical behaviour, including equal opportunity and a harassment-free workplace. Additionally, CAE created a pilot project that involved conducting a Total Health Index assessment of employees' physical and mental health, personal life, and work environment. Employees received a personalized report with recommendations and relevant resources, and CAE used the aggregated results to improve organization-wide initiative and policies related to wellbeing.

Over the last two years, **Scotiabank's** mental health support benefit was expanded to include a wide range of practitioners, including marriage counsellors and psychotherapists. The wide range of support recognizes the various roles employees, and women in particular, play as caregivers to family members, both young and old. In addition, eligible expenses in Scotiabank's wellbeing account were expanded to support employees' total wellbeing by including coverage for childcare expenses, eldercare and mental health support for extended family members. The wellbeing account can also be used towards wellbeing apps, gym memberships, and fitness equipment.

ASSESS YOUR ORGANIZATION'S WORKPLACE WELLBEING AND SAFETY

✓ How does your organization ensure that all workplace wellbeing and safety policies recognize and protect sex and gender differences (e.g. mental health, muscular-skeletal, reproductive health, hygiene, security, comfort)?

✓ How does your organization ensure that workplace wellbeing and safety responds to the needs of employees of all genders?

✓ Does your organization's wellbeing and safety decision-making team accurately and proportionally represent its workforce population?

✓ Has your organization included gender awareness for all staff and employees as part of wellbeing and safety training (e.g. gender-based violence and harassment, postpartum mental health)?

✓ How does your organization prevent workplace discrimination and violence, including gender-based violence?

✓ Does your organization have a zero-tolerance policy against all forms of workplace discrimination and violence, including gender-based violence?

✓ Has your organization implemented clear, confidential, and reprisal-free mechanisms for reporting, documenting, and recording cases of workplace discrimination and violence, including gender-based violence (e.g. anonymous grievance systems, employee protection, or whistle-blower policies)?

✓ Does your organization have practices that ensure the safety of employees of all genders when in the workplace, commuting to work, visiting clients, or travelling for work (e.g. check in devices or procedures, security guards, transportation services, visible parking lot, security cameras)?

✓ Does your organization provide an employee benefits package that includes access to health services specifically designed to address the different needs of all genders (e.g. breast and prostate cancer screening, reproductive, postpartum, and mental health support)?

GOOD PRACTICES IN THE PRIVATE SECTOR

Stantec has made a point to prioritize psychological health and safety. Their corporate safety team is currently conducting a company-wide audit on mental health and will be using the findings from the audit to determine key focus areas for mental health moving forward. At the same time, Stantec has implemented and supported mental health initiatives across its offices in Canada. In New Brunswick, Stantec developed a series of wellness workshops related to stress and grief management, and also held and event called "A Day in Her Shoes" that was designed to raise awareness about women's mental health concerns like social inequity and gender-based violence.

Unilever's Vision Zero strategy aims to have zero fatalities, zero injuries, zero motor vehicle accidents, zero process incidents, and zero tolerance of unsafe behaviour and practices. Unilever promotes safety for women in its workplaces and extended supply chain by addressing harmful social and cultural norms through evolving codes of conduct and policies, grievance mechanisms, awareness raising and training. In addition, Unilever has helped around 1.85 million women across the value chain access initiatives that help to promote their safety, develop their skills and expand their opportunities.

RESOURCES FOR WORKPLACE WELLBEING AND SAFETY

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Occupational Health and Safety Legislation in Canada	Canadian Centre for Occupational Health and Safety	Legislation	Occupational Health and Safety	Ensure that your business complies with the federal and provincial health and safety legislation.	Legal, HR, OHS	See page 142
10 Keys for Gender Sensitive OSH Practice – Guidelines for Mainstreaming in Occupational Safety and Health	International Labour Office	Report	Occupational Health and Safety	Take a gender-sensitive approach and integrate gender issues when developing and implementing policies, programs, and practices.	HR, D&I, OHS	See page 142
Including Gender Issues in Risk Assessment	European Agency for Safety and Health at Work	Guide	Occupational Health and Safety	Take a gender-sensitive approach to risk assessment.	HR, D&I, OHS	See page 142
Violence in the Workplace	Canadian Centre for Occupational Health and Safety	Tool	Workplace Violence	Identify elements that increase risk in the workplace and avoid violence by implementing preventative measures.	HR, OHS	See page 143
5-Step Sexual Harassment Risk Mitigation Strategy for Employers	McInnis Cooper	Article	Workplace Harassment Legislation	Mitigate the legal, financial, and business risks of workplace sexual harassment.	CEO, Legal, HR	See page 143
Is It Harassment? A Tool to Guide Employees	Government of Canada	Guide	Workplace Harassment	Understand the basics of workplace harassment and how to respond to situations of harassment.	HR, All Employees	See page 143
Sexual Harassment in the Workplace: How Companies Can Prepare, Prevent, Respond and Transform Their Culture	Catalyst	Report	Workplace Harassment	Improve your workplace culture so that employees are in a safe and fair environment.	CEO, HR	See page 144
A 15-Point Plan for Boards and CEOs to Eradicate Sexual Harassment in Their Organizations	Forbes	Article	Workplace Harassment	Give leaders the tools and knowledge to eliminate sexual harassment in the workplace.	CEO, Board of Directors	See page 144
Dealing with Sexual Harassment When Your Company Is Too Small to Have HR	Harvard Business Review	Article	Workplace Harassment	Prevent and address sexual harassment in a small business.	CEO, Senior Leadership	See page 144
A Policy Primer: Guide to Developing Human Rights Policies and Procedures	Ontario Human Rights Commission	Guide	Institutional Policies	Provides organizations with practical help for developing effective and fair ways to prevent and respond to human rights issues such as harassment, discrimination, and accommodation needs.	HR, Legal	See page 145
What Will It Take? Promoting Cultural Change to End Sexual Harassment	UN Women	Report	Workplace Harassment	Offers guidance to employers to prioritize the needs of the victim–survivors in sexual violence, harassment, and discrimination incidents.	HR, Legal, CEO, Senior Leadership	See page 145
Assembling the Pieces: An Implementation Guide to the National Standard of Canada for Psychological Health and Safety in the Workplace	CSA Group	Guide	Workplace Mental Health	Helps employers understand how to move towards implementation of the National Standard of Canada for Psychological Health and Safety in the Workplace.	HR, D&I, Legal,	See page 145
People Want Their Employers to Talk About Mental Health	Harvard Business Review	Article	Workplace Mental Health	Offers guidance on how to approach mental health through an intersectional lens and lists good private sector practices.	HR, D&I, CEO, Senior Leadership	See page 145
Federal, Provincial, and Territorial Compassionate Care Leave Information	Various Provincial, Territorial, and Federal Legislation	Guide	Legislation	Ensure that your business is compliant with the relevant compassionate care leave legal requirements.	Legal, HR	See page 146
Federal, Provincial, and Territorial Critical Illness and Injury Leave Information	Various Provincial, Territorial, and Federal Legislation	Guide	Legislation	Ensure that your business is compliant with the relevant critical illness and injury leave legal requirements.	Legal, HR	See page 150
Federal, Provincial, and Territorial Domestic or Sexual Violence Leave Information	Various Provincial, Territorial, and Federal Legislation	Guide	Legislation	Ensure that your business is compliant with the relevant domestic or sexual violence leave legal requirements.	Legal, HR	See page 154

10. MARKETING AND ADVERTISING

The private sector has the power to directly and indirectly impact women and girls across their entire value chain through marketing and advertising activities. Gender stereotyping and bias in advertising and marketing affect everyone; however, women are often the most negatively impacted.[59] Sixty-six percent of Canadian women believe marketing materials contain too many gender stereotypes, and only 30 percent can identify with the women being portrayed in advertisements.[60] Organizations can benefit from gender-responsive marketing and advertising because it allows for better representation of the consumer base. Women dominate the global marketplace with more than $20 trillion in consumer spending, a figure that will rise to $30 trillion in the next decade, and 75 percent identify as the primary shopper of their household.[61]

Even though diversity in advertising is on the rise, organizations still struggle to portray different genders proportionally and realistically. In some countries, regulation of gender portrayal in advertising has been set in place. For example, in the UK, regulation states that advertisements must not depict women and men in gender-stereotypical roles; in France, the Advertising Industry Standards Body put in place a code to prevent any depictions of men and women that do not respect their dignity; other European countries such as Belgium, Finland, Ireland, Greece, and Hungary have similar regulations.[62] In addition, organizations around the world are proactively working to break gender stereotypes. For instance, UN Women launched the Unstereotype Alliance to bring industry leaders together to take collective, urgent action in eliminating outdated stereotypes in advertising.

SUCCESS FACTORS FOR MARKETING AND ADVERTISING

Organizations should equip themselves to design, develop, advertise, and sell products and services that respect women's dignity and eliminate gender stereotypes and bias. In turn, they will be able to capture significant business opportunities. Unilever reported that its progressive advertisements are 25 percent more effective than those featuring more traditional portrayals of gender.[63]

Aim for equal portrayal of capabilities and roles for all genders. According to an Ipsos global study, 75 percent of consumers feel more positive about companies with advertising that shows different genders with the same capabilities and roles, and 51 percent of consumers actively seek products from companies that promote gender equality in their advertising.[64]

Proactively challenge stereotypical roles of gender and other social factors and avoid cultural appropriation and sexualization. Show positive, attainable role models and feature diverse, realistic portrayals of all genders and social identities, including faces, bodies, sexual orientation, gender identity and expression, and cultural background.

59   World Federation of Advertisers, "A Guide to Progressive Gender Portrayals in Advertising," 2018.
60   McCann Worldgroup Canada, "The Truth About Canadian Women: The Imperfect Portrayal of Women," 2018.
61   Elizabeth A. Vazquez and Barbara Frankel, "The Business Case for Global Supplier Diversity and Inclusion," *WEConnect International*, 2017; World Federation of Advertisers, "A Guide to Progressive Gender Portrayals in Advertising," 2018.
62   Advertising Standards Authority, "Harmful Gender Stereotypes in Ads to Be Banned," 2018.
63   Unilever, "Challenging Harmful Gender Norms," 2018.
64   UN Women, "Ipsos Study – Advertising Is Out of Sync with World's Consumers," *Unstereotype Alliance*, 2018.

RECOMMENDATIONS FOR MARKETING AND ADVERTISING

- **Ensure that all your internal marketing team receives gender stereotype, bias, and intersectionality training**. Consider requesting such training to agency partners or vendors.
- **Track representation of all genders and diverse social identities in your advertising** as well as collateral material use for recruiting purposes. Make marketing managers or equivalent accountable for those metrics.
- **Pre-test and test all gender portrayals** when developing advertising and communication materials to prevent content with gender-stereotypical roles and gender-biased language from going live.
- **Join an initiative that addresses stereotyping and bias in advertising** (e.g. UN Women Stereotype Alliance Initiative, #SeeHer Initiative), and look to other countries that developed regulation preventing stereotyping in advertising for insights (e.g. the UK, France, Norway).
- **Ensure your organization's culture and practices align with your external communications and public image.** Marketing and advertising messages should accurately reflect your organization (e.g. don't advertise your inclusivity and potential for upward mobility if the majority of people receiving promotions only belong to one specific segment).

ASSESS YOUR ORGANIZATION'S MARKETING AND ADVERTISING

- ✓ To what extent is creating gender-responsive marketing and advertising a priority for your organization's gender equality efforts?
- ✓ How does your organization ensure that gender portrayals in advertisements are diverse, realistic, and do not depict stereotypical roles?
- ✓ How does your organization address potential bias in employees involved in communications, marketing, advertising, public relations, etc.?
- ✓ How does your organization ensure equal and balanced representation of all genders in advertising and communication materials?
- ✓ Has your organization joined an initiative that addresses stereotyping and bias in advertising (e.g. UN Women Stereotype Alliance Initiative, #SeeHer Initiative)?
- ✓ Does your organization pre-test and test gender portrayals when developing advertising and external communication materials?

GOOD PRACTICES IN THE PRIVATE SECTOR

In 2017, **IKEA Canada** launched a new marketing campaign called "Beautiful Possibilities" an optimistic, hopeful look at the beautiful possibilities within your home, your community and the world, all seen from a child's point of view. The ad spotlights IKEA's initiatives, including social change, sustainability, diversity and inclusion, equality and more. Everyone should feel appreciated for their differences as well as their similarities. The campaign reflects diversity through living situations and people, regardless of race, ethnicity, religion, gender, physical ability, age, sexual orientation or identity. This also reflects how IKEA work as an employer, supporting equal rights and equal opportunities.

Unilever began its journey to unstereotype the portrayals of women and men in its advertising in 2016. Unstereotyping ads is part of Unilever's business strategy that impacts all brands and marketing teams as well as agency partners. Dove's #ShowUs campaign in collaboration with Getty Images creates an open image database of diverse, natural and never digitally distorted women. In addition to brands like Dove and LUX supporting women's empowerment, brands like Axe/Lynx and Dove Men+Care have launched campaigns to tackle stereotypes that hold men back in the workplace. In 2019, Dove Men+Care launched the Pledge for Paternity Leave and Paternity Leave Fund to make paid paternity leave the new standard. These initiatives offer a number of online resources, tips and useful information.

Procter and Gamble (P&G) has publicly committed to gender equality by setting the target of having 100 percent accurate and positive portrayals of men and women in its advertising and media. As P&G supports the Association of National Advertisers' (ANA) #SeeHer initiative and the UN Women Unstereotype Alliance initiative, many of P&G's brands incorporate gender equality into their advertising. For example, a Gillette commercial displays the diverse spectrum of masculinity, and Pampers is also combatting stereotypes about normalized gender roles by showing men taking on the primary role of caring for children.

RESOURCES FOR MARKETING AND ADVERTISING

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Gender Portrayal Guidelines	Ad Standards	Guide	Unstereotype Advertising	Follow gender portrayal guidelines to ensure equal representation in different types of situations that are depicted in advertisements.	Marketing, Advertising	See page 158
A Guide to Progressive Gender Portrayals in Advertising – the Case for Unstereotyping Ads	The World Federation of Advertisers	Guide	Unstereotype Advertising	Remove stereotypes in advertising and improve gender portrayals by increasing diversity within your business's teams, suppliers, and campaigns.	Marketing, Advertising	See page 158
A Guide to Gender Equality in Communications	Koç Holding Company	Guide	Marketing Strategy	Develop an approach for communications professionals to help companies overcome traditional stereotypes.	HR, D&I, Marketing, Advertising	See page 158
Let's Speak Gender: 10 Principles of Gender-Responsive Communications for Development	UNDP	Tool	Communication Implementation	Provide guidance on gender-responsive representation in communications.	Marketing and Advertising, All Units	See page 159
Advertising Guidance on Depicting Gender Stereotypes Likely to Cause Harm or Serious or Widespread Offence	Committee of Advertising Practice (UK)	Guide	Unstereotype Advertising	Learn about different ways to avoid the gender stereotyping of men, women, and other vulnerable groups in advertisements.	Marketing, Advertising	See page 159
Gender Bias in Advertising: Research, Trends and New Visual Language	Geena Davis Institute on Gender in Media	Report	Unstereotype Advertising	Examines ways that the advertising industry has improved representation of women, and how it can do better.	Marketing, Advertising	See page 159
Getting Gender Right	Kantar	Report	Unstereotype Advertising	Report geared to marketers to help them make strategic branding decisions related to gender differences in response to marketing campaigns.	Marketing, Advertising	See page 160

11. SUPPLY CHAIN

The private sector has the ability to integrate gender equality fully by focusing on all facets of its supply chain. This integration can come in the form of supporting supplier diversity and inclusion, and more specifically, prioritizing women-owned and -operated businesses within your supply chain. Additionally, integration includes guaranteeing that human rights and gender equality practices exist within the workplaces of your suppliers. In some industries, women comprise the majority of workers in the supply chain, making their wellbeing and safety a central concern.[65]

While organizations are committed to improving gender equality within their own workplaces, only 28 percent of companies currently address gender equality among their suppliers and less than 25 percent require suppliers to submit gender-disaggregated data.[66] Additionally, while 51 percent of Canadian private sector enterprises have implemented supplier diversity initiatives, Canadian women-owned businesses comprise less than 5 percent of all domestic and international suppliers to corporations and governments.[67]

Organizations that prioritize supplier diversity and empower women in the supply chain benefit from a number of strategic opportunities, including:[68]

- A 133 percent higher return on procurement investments and a 20 percent lower cost on buying operations
- Better customer base representation as women dominate the global marketplace, controlling over $20 trillion in consumer spending and 85 percent of consumer purchasing decisions
- Greater ability to meet production and delivery deadlines or safeguard against disruptions by diversifying the supply chain and guaranteeing compliance with human rights and labour laws
- Stimulate community development, job creation, and market growth as women invest the majority of their income back into their families and communities

SUCCESS FACTORS FOR SUPPLY CHAIN

Successful supplier diversity and inclusion strategies are developed with support and guidance from executive leadership. Establish a formal inclusive procurement strategy and a written policy supported by executive management.

Establishing aggressive goals for supplier diversity spend, specifically gender-responsive procurement, can lead to an increase in market share. Companies that allocate 20 percent or more of their spend into diverse suppliers attribute 10-15 percent of annual sales to those suppliers compared to 5 percent of sales when assigned less than 20 percent of spend.[69]

Partner with external stakeholders that work to improve gender equality and inclusion in supplier workplaces, and catalyzing organizations that support diverse suppliers. These stakeholders and organizations can provide access to certified diverse suppliers, supplier events, and networking opportunities, as well as resources and information about empowering women in supply chains.[70]

Conduct deliberate due diligence about suppliers' workplaces before entering into an agreement. Develop a realistic understanding of local markets and cultural context to ensure all levels of suppliers respect human rights, labour laws, and promote gender equality and women's empowerment.[71]

65 Jessica Davis Pluess and Peder Michael Pruzan-Jorgensen, "Women's Empowerment in Global Value Chains: A Framework for Business Action to Advance Women's Health, Rights, and Wellbeing," *BSR,* 2016.

66 Magali Barraja, "Making Women Workers Count: A Framework for Conducting Gender-Responsive Due Diligence in Supply Chains," *BSR* and *C&A Foundation,* 2019.

67 The Conference Board of Canada, "The Business Case for Supplier Diversity in Canada," 2017.

68 International Finance Corporation, "Women Entrepreneurs Are Essential for Private Sector Development in Emerging Markets," 2015; OECD, "Investing in Women and Girls," 2010; Elizabeth A. Vazquez and Barbara Frankel, "The Business Case for Global Supplier Diversity and Inclusion," *WEConnect International,* 2017; Magali Barraja, "Gender Equality in Social Auditing Guidance," *BSR and Ministry of Foreign Affairs of the Netherland,* 2019; Patrick Connaughton and Laura Gibbons, "Beyond Compliance: Top Supplier Diversity Programs Aim to Broaden Value Propositions," *The Hackett Group,* 2016; The Conference Board of Canada, "The Business Case for Supplier Diversity in Canada," 2017.

69 Patrick Connaughton and Laura Gibbons, "Beyond Compliance: Top Supplier Diversity Programs Aim to Broaden Value Propositions," *The Hackett Group,* 2016.

70 Patrick Connaughton and Laura Gibbons, "Beyond Compliance: Top Supplier Diversity Programs Aim to Broaden Value Propositions," *The Hackett Group,* 2016.

71 Magali Barraja, "Making Women Workers Count" A Framework for Conducting Gender-Responsive Due Diligence in Supply Chains," *BSR* and *C&A Foundation,* 2019.

RECOMMENDATIONS FOR SUPPLY CHAIN

- **Have a dedicated team or individual** focused on supplier diversity and inclusion targets and ensure that there is personal accountability for all unit managers helping to meet those targets.
- **Simplify and standardize the application and contracting process for suppliers** as it can remove barriers for participating in the processes.
- **Make your supplier diversity and inclusion strategy, programs, and policies accessible internally and externally.** Include these elements on the corporate website and establish internal communications to inform all levels of the organization and to find ambassadors who will champion the efforts in their respective areas.
- **Implement a supplier diversity and inclusion code of conduct** and regularly evaluate compliance. Integrate gender-responsive language in the code and establish an appropriate management system. An external audit can help verify if suppliers are in compliance.
- **Establish formal incentives, rewards, sanctions, and penalties** for your direct suppliers for providing or failing to secure

workplaces that advance or empower women and diverse groups.
- **Create a scorecard to measure and report** on diversity and gender equality in the supply chain. Include the number of registered suppliers that are women's businesses and diverse enterprises, those committed to gender equality.
- **Perform a supplier diversity analysis** to identify opportunities for improvement. Include internal spend analysis, total amount and percentage of procurement spend going to women's businesses and diverse enterprises, evaluation of supplier environment, or a supplier baseline survey with gender-disaggregated data.
- **Map your supply chain or perform a social audit** to improve understanding and uncover "hidden" parts of production or services contracted out to a vulnerable and high-risk workforce.
- **Establish a formal supplier development process** to help women-owned businesses improve their global competitiveness and support capacity building.
- **Educate prime suppliers on the benefits** of supplier diversity and inclusion, and gender equality in the workplace. Support suppliers that improve their practices and recognize and reward them.

GOOD PRACTICES IN THE PRIVATE SECTOR

Sodexo actively seeks to bring diverse business into its network of suppliers, including women-owned, minority-owned, disabled-owned, or LGBT-owned companies. Through its Supply Chain Inclusion Program, Sodexo has committed to spend US$1 billion with 5,000 SMEs (small and medium-sized enterprises), 1,500 of which will be owned and operated by women. Sodexo tracks the progress by country annually for both women and underutilized vendors as defined in each country as well as tracking spend with local and small businesses.

TELUS' Supplier Diversity Program encourages economic development and provides more opportunities for Indigenous, LGBTQ+, women-run, and diverse organizations to bid for business in competitive processes. This ensures that TELUS' suppliers reflect their diverse customer base and bring new ideas and creativity to the table. TELUS has increased spend with accredited diverse vendors by 35 percent since 2014. The scope of the program includes Canadian companies certified by the Canadian Aboriginal and Minority Supplier Council (CAMSC), Women Business Enterprises (WBE) Canada, and Canadian Gay and Lesbian Chamber of Commerce (CGLCC).

Unilever has a robust Code of Business Principles and Code Policies available on its corporate website, outlining its principles and policies for employees and Unilever companies. To advance gender equality within its supply chain, Unilever Global worked with UN Women to develop the Global Safety Framework for Rural Spaces that provides support for organizations to eliminate violence against women and girls in agricultural supply chains. Unilever is also investing €2 million towards implementing the Framework across its supply chain in Kenya, Tanzania, and Rwanda to prevent sexual harassment and gender-based violence and to provide access to basic health care services required by women, including maternal health and family planning services.

ASSESS YOUR ORGANIZATION'S SUPPLY CHAIN

✓ To what extent is supply chain diversity and inclusion a priority for your organization's gender equality efforts?

✓ Does your organization have an enterprise-wide supplier diversity and inclusion policy that specifically addresses gender-responsive procurement?

✓ Does your organization have a written enterprise-wide supplier diversity and inclusion policy that specifically addresses supplier workers' rights in order to advance gender equality?

✓ Has your organization evaluated its supply chain in regard to supplier diversity, gender equality, and human and labour rights performance?

✓ How does your organization ensure that its supply chain is diverse (e.g. women, ethnicity, LGBTQ2+, diverse abilities)?

✓ How does your organization ensure that direct/prime suppliers and prospective suppliers align with its supplier diversity, gender equality, and human and labour rights efforts?

✓ How does your organization encourage direct/prime suppliers to purchase more from women's business enterprises?

✓ How does your organization encourage direct/prime suppliers to advance gender equality and women's empowerment within their workplaces?

✓ Does your organization support the development of women's businesses and diverse enterprises (e.g. capacity building, training)?

✓ Does your organization work with external stakeholders to support diversity and inclusion in the supply chain (e.g. local governments, supplier diversity networks, human rights organizations, industry associations, universities and incubators)?

SUPPORT FOR THE PRIVATE SECTOR

A number of organizations are helping the private sector diversify its supply chains. For instance, WEConnect International identifies, educates, registers, and certifies women's business enterprises that are at least 51 percent owned, managed, and controlled by one or more women through their Women Business Enterprises (WBE) Certification and connects them to over 100 corporate buyers, including corporations active in Canada, such as Accenture, Bayer, BDC, Boeing, Citi, Dell, Delta, D&B, EDC, Enterprise Rent-A-Car, ExxonMobil, EY, IBM, Marriott International, Merck, Moody's, Pfizer, P&G, Sodexo, TD Bank, UPS, and Walmart. Similarly, the Canadian Aboriginal and Minority Supplier Council (CAMSC) helps corporations identify competitive suppliers of goods and services by certifying Aboriginal and minority-owned businesses. CAMSC certification is a market access tool that provides suppliers with a direct access point to major corporations across Canada and the United States which value the business benefits of an inclusive and diverse supply chain.

RESOURCES FOR SUPPLY CHAIN

Name	Source	Type	Target Area	Goals	Target Unit	Summary
The Power of Procurement: How to Source from Women-Owned Businesses	UN Women	Guide	Supplier Diversity Implementation	Integrate gender-responsive procurement in corporate culture and support women-owned businesses.	Procurement	See page 161
Supplier Diversity Playbook	Canadian Aboriginal and Minority Supplier Council (CAMSC)	Guide	Supplier Diversity Implementation	Create a robust supplier diversity process.	Procurement	See page 161
SA8000 Standard	Social Accountability International (SAI)	Standard	Supply Chain Accountability	Ensure your organization upholds social performance expectations throughout the entire supply chain.	Procurement	See page 161
KnowTheChain	Know The Chain	Benchmark	Supply Chain Accountability	Make informed investing decisions and align with the Modern Slavery Act.	Procurement, Legal	See page 162
Ethical Trading Initiative Base Code	Ethical Trading Initiative	Benchmark	Supply Chain Accountability	Ensure your organization effectively participates in ethical trade.	Procurement, Legal	See page 162
Supporting and Growing Women-Owned Businesses	Canada-United States Council for Advancement of Women Entrepreneurs and Business Leaders	Report	Gender-Responsive Supply Chain	Support women entrepreneurs throughout the value chain by levelling the playing field and creating equal opportunity for women.	Procurement, Community Outreach	See page 162
Gender Equality in Codes of Conduct Guidance; Making Women Workers Count; Gender Equality in Social Auditing Guidance	Business for Social Responsibility	Guide	Gender-Responsive Supply Chain	Incorporate gender equality considerations within supply chain ethical requirements, standards, and auditing processes.	Procurement, Legal, D&I	See page 163
CAMSC Supplier Certification	Canadian Aboriginal and Minority Supplier Council (CAMSC)	Certification	Certified Suppliers	Gain access to certified Aboriginal or minority-owned suppliers to create an inclusive and diverse supply chain.	Procurement	See page 164
CGLCC Supplier Diversity Program	Canadian LGBT+ Chamber of Commerce (CGLCC)	Program	Certified Suppliers	Gain access to certified LGBT+- owned suppliers to create an inclusive and diverse supply chain.	Procurement	See page 164
WBE Canada Certification	Women Business Enterprises (WEB) Canada	Certification	Certified Suppliers	Gain access to certified women-owned suppliers to create an inclusive and diverse supply chain.	Procurement	See page 164
WEConnect Certification; Gold Standard for Global Supplier Diversity and Inclusion; WEConnect Academy	WEConnect International	Toolkit	Certified Suppliers	Learn about how your business can support women-owned businesses.	Procurement	See page 165

12. OUTREACH INITIATIVES AND PARTNERSHIPS

The private sector can drive gender equality and women and girls' empowerment through outreach initiatives and corporate social responsibility (CSR) programs. Organizations can support external stakeholders that are working directly to advance gender equality and women's empowerment in communities, countries, and internationally. Also, organizations can establish a gender-responsive lens to their outreach initiatives, partnerships, or CSR programs to ensure that these agreements do not negatively impact any gender or social group.

Outreach initiatives that address or are responsive to gender equality can provide the following benefits:[72]

- Build a sustainable social licence to operate and enhance reputation
- Mitigate risks and strengthen investor confidence
- Support larger commitments towards sustainable development and human rights goals
- Strengthen families, community, and local development outcomes in the areas they serve

Similarly, partnerships can provide the following benefits to their parties:

- Create a multiplier effect that accelerates progress towards gender equality and women's empowerment
- Create synergy (e.g. less duplication of efforts, lower cost, more impact) among gender-responsive initiatives to reflect community priorities, as well as the diversity within these groups
- Improve private sector understanding of the challenges that local women and girls face to guarantee that community investments are used effectively and are equitably distributed
- Support the implementation of corporate gender equality efforts when internal resources are not sufficient to achieve the best results (e.g. know-how, cost savings, human capital, enhanced innovation)

SUCCESS FACTORS FOR OUTREACH INITIATIVES AND PARTNERSHIPS

Address the needs and priorities of the communities in which you operate by considering a broad range of social, economic, cultural, and political challenges when designing outreach initiatives.[73]

Avoid confusing gender equality with a corporate social responsibility program but utilize corporate social responsibility to advance gender equality in society. An organization's internal approach to workplace gender equality must be a business priority and be embedded into organizational objectives.[74]

Establish a clear mission and ensure partnership due diligence. Incorporate gender-responsive considerations when assessing potential partnerships and strive to understand the motivation and value for each party. Use this knowledge to mobilize the distinctive skills, expertise, and resources from each partner.[75]

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72   International Finance Corporation, "Tool Suite 3 – Unlocking Opportunities for Women and Business: Women and Community Engagement," 2018.

73   Laura Herman et al., "How CSR Can Advance Gender Equity," *FSG,* 2017.

74   Katherine Fritz et al., "The Next Sustainability Frontier: Gender Equity as a Business Imperative," *Stanford Social Innovation Review,* 2017.

75   McKinsey & Company, "Partnering for Parity: Strengthening Collaborations for Gender Equality," 2017; Devonshire Initiative, "Partnering & Partnerships: Lessons Learned in the DI," n.d.

RECOMMENDATIONS FOR OUTREACH INITIATIVES AND PARTNERSHIPS

- **Assess your organization's community outreach/CSR activities and partnerships** to determine if gender equality is an explicit theme and if any gender suffers negative impacts from them. Consider recruiting an independent expert if you lack specific expertise.
- **Integrate gender as a priority in the design of outreach/CSR strategies.** Collect data to reflect gender-related differences and target specific challenges faced by intersectional women.
- **Look for opportunities to link your outreach initiatives** to economic development and social empowerment activities for women. Examples include scholarships and apprenticeships and supporting programs that assist women in male-dominated industries, as entrepreneurs or as leaders.

- **Consider the talent gap in your industry** to fund or partner with external stakeholders working to enhance skills for women and girls as well as men and boys. For example, technical skills for women in male-dominated industries, or training for men in female-dominate industries.
- **Collaborate with expert organizations, government, or community leaders** committed to gender equality and women and girls' empowerment to assist your internal pursuit of gender equality.
- **Formalize and establish good governance in partnership agreements.** Set accountability measures, and measure and evaluate the impact of your partnerships on an ongoing basis.
- **Integrate gender considerations** into social impact assessment, baseline communities' assessment, and social risk assessment.

GOOD PRACTICES IN THE PRIVATE SECTOR

BASF's outreach initiatives emphasize scientific education and provide children with the opportunity to engage in hands-on learning. The Kids' Lab offers workshops that expose children to chemistry and interactive scientific experiments, helping to change the stigma around girls and women studying or becoming professionals in the fields of science, technology, engineering, and maths (STEM). Since 2013, over 5,500 students and Indigenous communities in Canada have participated in BASF's Kids' Lab workshops during National Chemistry Week.

Blake, Cassels & Graydon LLP partnered with Women General Counsel Canada (WGCC) to develop successful leadership training programs called "Stepping Up" and "Stepping Beyond." The "Stepping Up" program is dedicated to increasing the number of women general counsel in Canadian public and private companies, not-for-profit institutions, government entities, and Canadian subsidiaries of multinationals. The "Stepping Beyond" program assists women general counsel who want to expand or step beyond their role as general counsel. This industry partnership has resulted in annual increases to the number of women in general counsel roles in Canada.

CAE is working to advance gender equality in a traditionally male-dominated industry by examining and improving the STEM pipeline and pilot careers for women. CAE launched the CAE Women in Flight scholarship program which provides aspiring women pilots with full scholarships to one of CAE's cadet pilot training programs and a job with participating airlines following successful completion of the program. Currently, women comprise less than 5 percent of pilots worldwide and CAE's program is helping to increase the number of women pilots and create more role models to inspire future women pilots.

ASSESS YOUR ORGANIZATION'S OUTREACH INITIATIVES AND PARTNERSHIPS

✓ To what extent is gender equality and women's empowerment part of your corporate social responsibility (CSR), outreach, or community initiatives?

✓ Does your organization fund or partner with organizations working to advance gender equality and women's empowerment?

✓ Has your organization assessed how its corporate social responsibility (CSR), outreach, or community initiatives may impact each gender differently?

✓ Has your organization assessed how its partnerships may impact each gender differently?

✓ Does your organization collaborate with non-governmental organizations (NGOs), governments, suppliers, or community leaders to support its gender equality efforts?

GOOD PRACTICES IN THE PRIVATE SECTOR

IKEA is taking a proactive approach to support women and reduce gender disparities. IKEA's project, DISHA, enables underprivileged women in India to learn employable skills and find work opportunities, so that they, their families, and future generations can have better lives. IKEA Retail India plans to recruit 150 women via DISHA for various co-worker positions at IKEA Hyderabad, with the aim of all future store locations in India participating in this initiative.

Scotiabank is empowering women in their communities through The Scotiabank Women Initiative, a comprehensive program supporting women-led, women-owned businesses in Canada through three key pillars: access to capital, mentorship, and education. The program is designed to challenge stereotypes, raise awareness of unconscious bias, address systemic areas in financial services that impact the growth potential of women-led businesses, and help women take their businesses to the next level through a range of tailored offerings. The Initiative has committed to deploy $3 billion in capital to women-led businesses over three years and engage more than 1,500 women through UnMentorship Boot Camps™ and group mentorship sessions that explore business issues relevant to women and "un-teach" traditional ideas about how to succeed.

Starbucks' Foundation is furthering gender equality through 11 different global outreach initiatives, including a partnership with Days for Girls International in Rwanda. This project aims to build the leadership and income-earning potential of women farmers by improving access to community health education training, entrepreneurial opportunities, and washable menstrual supplies. In addition, the project has introduced a training and mentorship program for women to become health educators in their communities. By 2025, Starbucks hopes to empower 250,000 women in origin countries.

RESOURCES FOR OUTREACH INITIATIVES AND PARTNERSHIPS

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Using CSR and Philanthropy to Close the Gender Gap in Tech	Reboot Representation	Report	Gender-Responsive Outreach	Improve the gender diversity of the pipeline through more gender-sensitive corporate responsibility investments.	HR, D&I, CSR, Community Outreach	See page 166
Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto	Rio Tinto	Report	Gender-Responsive Outreach	Incorporate gender and diversity considerations within community engagement programs specific to the mining industry.	CSR, Community Outreach	See page 166
Unlocking Opportunities for Women and Business: Women and Community Engagement	IFC	Report	Gender-Responsive Outreach	Incorporate gender equality within community engagement initiatives and implement monitoring systems to ensure sustainable success.	CSR, Community Outreach	See page 166
Strengthening Women's Rights Organizations Through International Assistance	MATCH International Women's Fund, Nobel Women's Initiative, Global Affairs Canada	Report	Partnership Success	Obtain key learnings and recommendations that can help support women's organizations and improve any existing relationships with those organizations.	CSR, Community Outreach	See page 167
Partnering and Partnership: Lessons Learned	Devonshire Initiative	Report	Partnership Success	Ensure that cross-sector partnerships are strong in communication, due diligence, and evaluation.	D&I, CSR, Community Outreach	See page 167
Partnering for Parity: Strengthening Collaborations for Gender Equality	McKinsey & Company	Article	Partnership Success	Recognize the pitfalls of cross-sector partnerships and address them to ensure long-term success.	CSR, Community Outreach	See page 167
Build Sustainable Financing and Partnerships for Girls and Women	Women Deliver	Webpage	Partnership Development	Finance and support women and girls' empowerment through funding and partnership projects.	CSR, Community Outreach	See page 168
International Labour Organization and Public-Private Partnerships	International Labour Organization	Webpage	Partnership Development	Learn about current cross-sector partnerships that focus on various topics, such as child labour, supply chain, and microfinance.	CSR, Community Outreach	See page 168
List of Organizations that Support Gender Equality and Women and Girls' Empowerment	Various organizations	List	Partnership Development	Learn about some organizations that are working in gender equality and women and girls' empowerment.	D&I, CSR, Community Outreach	See page 168

C. TRANSPARENCY AND ACCOUNTABILITY

Transparency and accountability are crucial but often neglected components that can help companies bridge the gap between commitment and action. These key elements will ensure that the work outlined in the previous two sections of this Blueprint is implemented, monitored, and continuously improved.

Throughout our consultations, private sector businesses have acknowledged that a lack of transparency and accountability is a major hurdle to achieving gender equality in the workplace. McKinsey & Company's "The Power of Parity" study reveals that this shortcoming is prevalent across the Canadian private sector. In the study, 55 percent of companies had not set any targets for female inclusion, 75 percent did not reward leaders for fostering gender diversity, and 100 percent did not have monetary incentives tied to the promotion of gender diversity.[76]

Internal and external transparency measures can be uncomfortable and intimidating at first, but both are crucial to ensure that organizations are held fully accountable for their gender equality commitments, creating opportunities for advancing meaningful action. For instance, Bill Morris, retired president and senior managing director of Accenture Canada, acknowledged that while sharing workforce diversity metrics on the company's external website was difficult, he soon learned that the "power of transparency" could drive commitment and action internally as well as enhance trust within the workforce.[77]

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76   Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017.
77   Bill Morris, "Gender Parity: Closing the Gap Between Commitment and Action," *LinkedIn,* 2018.

Ensuring transparency and accountability is important because:

- Accountability refers to the obligation of an individual or organization to account and accept responsibility for its activities, and to disclose the results in a transparent manner.[78] Without accountability, any policy or initiative taken to improve gender equality within the organization will not produce a concrete outcome.
- Transparency is an essential condition for a free and open exchange. Providing all the information required for collaboration, cooperation, and collective decision making reduces instances of mistrust, lack of awareness, and lack of support.[79]
- Transparency and accountability are becoming a corporate imperative, as more stakeholders demand these features. Ninety percent of investors believe a business's reporting is indicative of the quality of its management, but only 28 percent believe management is sufficiently transparent about the metrics they use to plan and coordinate their business.[80]
- Transparency and accountability have the power to break systemic barriers and accelerate equality. For example, nearly three quarters of Canadians would be comfortable disclosing their salary if it revealed unfair discrepancies between men's and women's wages.[81]

Regulatory changes are coming into place to ensure corporate transparency and accountability. In Canada, regulation supporting transparency and accountability includes:

- Canada Security Administrators jurisdictions (excluding BC and PEI) are under a comply-or-explain regime requiring non-venture issuers to disclose female representation details, including issuers' targets to address female representation.[82]
- Bill C-25, an Act to amend the Canada Business Corporations Act, the Canada Cooperatives Act, the Canada Not-for-profit Corporations Act, and the Competition Act, requires corporations to place before the shareholders at every annual meeting, information respecting diversity among directors and senior management.[83]
- The Pay Equity Act, legislated to achieve pay equity by redressing the systemic gender-based discrimination in remuneration practices and job classes, applies to the federal public services and to private sector employers that are federally regulated, as well as to organizations that do business with the federal government.[84]

We have identified four key aspects for creating a transparent and accountable system:

1. Baseline Assessment of Gender Equality
2. Goal Setting
3. Measuring and Evaluating
4. Reporting

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78   Business Dictionary, "Accountability," 2019.

79   Business Dictionary, "Transparency," 2019.

80   PwC, "Point of View: Tomorrow's World: Enhancing Trust and Transparency Through Communication," 2017.

81   Catherine McIntyre, "Nearly Three Quarters of Canadians Want Pay Transparency," *Maclean's,* 2018.

82   Cooperative Capital Markets Regulatory System, "National Instrument 41-101," n.d.

83   Parliament of Canada, "Bill C-25 – Royal Assent," 2018.

84   The Pay Equity Act gives affected employers with at least 10 employees three years to come up with a pay equity plan. The legislation applies to federal public servants and political staff, as well as federally regulated sectors such as banking, shipping, and telecommunications. Government of Canada, "Pay Equity Act, SC 2018, c 27, s 416," 2018.

1. BASELINE ASSESSMENT OF GENDER EQUALITY

Collecting baseline data is key to accelerating gender equality in the workplace. Data provides credible evidence that can be used to demonstrate to internal and external stakeholders that there is an issue that needs to be addressed.[85] Conducting a baseline assessment can take many shapes depending on the organization's reality, but in general, it entails gathering existing or new data and analyzing the results in order to develop a comprehensive understanding of the state of gender equality in the workplace. In the case of organizations that missed this step before implementing initiatives, collecting baseline data works as a diagnostic to assess the extent to which gender equality is institutionalized into policies, procedures, and practices.

Baseline data provides organizations with specific information to:

- Help leaders to understand the organization's workforce demographics.
- Identify gaps and opportunities for improvement in existing policies, processes, and practices.
- Inform realistic goal setting and monitor progress towards these results.
- Develop a roadmap for action and determine high-impact initiatives.
- Build capacity and long-term support for gender equality by making the cause familiar or tailored to the organization.

SUCCESS FACTORS FOR BASELINE ASSESSMENT OF GENDER EQUALITY

Collect and use all data available and relevant to your organization, not only information directly linked to gender equality. Data-driven action plans have the greatest impact on progress, and the more relevant data you have to work with, the greater the chance is you will be able to identify hidden challenges, gaps, and areas for improvement.[86]

Review current data collected by human resource systems, including: recruitment, hiring, and selection; training and development; promotion; retention and termination. Not all relevant information will be new to the organization and existing sources can complement specific gender equality assessments.

Collect quantitative and qualitative data to create a comprehensive understanding of the current status of gender equality. Use participatory methods, including anonymous surveys, focus groups, and in-depth interviews, to facilitate the recognition of all stakeholders' perspectives on gender equality.[87]

Leading companies "manage what they measure."[88] Carry out a rigorous analysis and use your baseline data to drive informed decision making, establish realistic goals and targets, and enable leaders to integrate gender equality into the organization's core. Data is only useful when transformed into relevant insight that supports decision making.

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85   Juliet Bourke and Bernadette Dillon, "The Diversity and Inclusion Revolution: Eight Powerful Truths," *Deloitte Review,* 2018.

86   Canada-United States Council for Advancement of Women Entrepreneurs & Business Leaders, "Advancing Women as Leaders in the Private Sector," 2018.

87   Laura Sherbin and Ripa Rashid, "Diversity Doesn't Stick Without Inclusion," *Harvard Business Review*, 2017.

88   Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017.

RECOMMENDATIONS FOR BASELINE ASSESSMENT OF GENDER EQUALITY

- **Review systems and processes in place to expose structural biases** (e.g. initiate a résumé study within your company to assess the weight of every requirement).
- **Disaggregate baseline data not only by gender but also by other social identities** (e.g. race/ethnicity, age, sexual orientation, disability/ability, age).[89]
- **Be transparent about the goals of your assessment** and how you will be using the data you collect. To provide assurance about the validity of the data, consider conducting a third-party gender audit.[90]
- **Involve senior leadership and communicate results of the assessment.** Everyone across the organization should be informed of the results as a measure of transparency and accountability.
- **Create a mechanism to capture fragmented gender data.** Streamlining gender data from different sources into an exclusive location can prevent misinformation.

ASSESS YOUR ORGANIZATION'S BASELINE ASSESSMENT OF GENDER EQUALITY

- ✓ Has your organization collected baseline data to assess the state of gender equality in the workplace?
- ✓ What methods and sources does your organization use to collect baseline data for assessing the state of gender equality in the workplace?
- ✓ Has your organization collected disaggregated data to assess the state of gender equality in the workplace?
- ✓ Has your organization used employee input to inform its understanding of the state of gender equality in the workplace (e.g. use of surveys, focus groups, in-depth interviews)?
- ✓ Has your organization assessed the gender distribution of all organizational levels (i.e. Board of Directors, senior leadership, senior management, middle management, and workforce)?
- ✓ Has your organization assessed the gender distribution of all organizational units (e.g. teams, departments, functions)?
- ✓ Has your organization assessed the gender distribution of all types of workers (e.g. permanent, casual, contractors, shift, seasonal, trainees, students)?

GOOD PRACTICES IN THE PRIVATE SECTOR

In 2015, **Accenture Canada** set the goal of gender parity by 2025 and assessed its ability to achieve it through data collection, analysis, and modelling. The process helped Accenture realize their Consulting unit was on track to parity, but their Technology and Digital units were struggling given the state of STEM in Canada. As a result, they focused their actions on the struggling teams to support the achievement of their organizational goal. These efforts have resulted in the gender mix of unsolicited applicants improving significantly.

Sumitomo Chemical signed on to the Women's Empowerment Principles (WEPs) initiative from UN Global Compact and UN Women and used the Gender Gap Analysis Tool to complete a self-assessment of its gender equality performance. Using the tool to produce a baseline assessment allowed Sumitomo Chemical to engage different departments on the subject of gender equality and identify focus areas or opportunities for progress, including setting representation targets to improve on specific data identified in the assessment and instituting initiatives related to career development for women to support these representation goals.

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89 See the Government of Canada's GBA+ for more details: Status of Women Canada, "GBA+ Research Guide," 2017.
90 A gender audit is a process used to assess the integration of gender equality into all aspects of an organization.

RESOURCES FOR BASELINE ASSESSMENT OF GENDER EQUALITY

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Maturity Model	Global Compact Network Canada (GCNC)	Tool	Gender Equality Management	Assess your organization's status in the Blueprint's different attributes. Identify areas of improvement or leadership.	HR, D&I	Access here
The Women's Empowerment Principles Gender Gap Analysis Tool	UN Global Compact & UN Women	Tool	Gender Equality Assessment	Identify the strengths and weaknesses of your gender equality performance and learn how you can improve.	HR, D&I	See page 170
The Gender Equality Mainstreaming Framework	Mennonite Economic Development Associates	Tool	Gender Equality Assessment	Use the GEM self-assessment to measure your gender equality and inclusion performance.	HR, D&I, Investors	See page 170
The ILO Participatory Gender Audit	International Training Centre of the International Labour Organization (ITCILO)	Tool	Gender Equality Assessment	Undergo an audit and receive a report that outlines your organization's capacity to promote gender equality and diversity.	HR, D&I	See page 170
Employee Consultation	Workplace Gender Equality Agency (Australia)	Survey	Gender Equality Assessment	Conduct an employee-based assessment of gender equality in your business.	HR, D&I	See page 171
Diversity and Inclusion Survey: Building a More Inclusive Future	Culture Amp	Survey	Gender Equality Assessment	Gain a deeper understanding of how employees feel about working in your business.	HR, D&I	See page 171
The Gender Audit Handbook	Interaction	Survey	Gender Equality Assessment	Conduct a systematic and participatory gender audit in your workplace.	HR, D&I	See page 171

2. GOAL SETTING

Goal setting accelerates gender equality in the workplace. According to the World Economic Forum, leading companies are closing the gender gap by outlining diversity goals in quantifiable terms and setting specific measurable targets for achieving gender equality.[91]

Successful goal setting includes both qualitative and quantitative goals. Qualitative goals revolve around organizational elements like impact, satisfaction, and attitude without correlating to specific numerical values. Quantitative goals, on the other hand, feature a numerical value and often involve targets and quotas.[92] To formulate these different types of goals and later on track their progress, organizations need to perform a baseline assessment and routinely collect qualitative and quantitative data. Organizations that use data to inform goal setting are better equipped to formulate relevant and realistic gender equality goals that can enhance employees' support for and commitment to achieving these objectives as well as other intersectionality initiatives. However, goal setting is an underutilized tactic in spite of the private sector's increasing commitment to advancing the careers of women.[93] The Canada-United States Council for Advancement of Women Entrepreneurs & Business Leaders found that, currently, only 16 percent of companies share gender equality targets internally and 13 percent do it externally.[94]

SUCCESS FACTORS FOR GOAL SETTING

Set ambitious but specific, measurable, achievable, resource-based, and time-bound (SMART) qualitative and quantitative goals at the organizational level supported by activity level targets. Establishing gender targets at the activity level significantly increases an organization's likelihood of attaining goals related to gender equality.[95]

Leaders must own the goals. According to Deloitte, goal setting only works when leaders are held accountable and communicate the terms, limits, and desired results of those goals.[96]

Effective goal setting includes elements of recognition and reward.[97] Depending on your organization, these can include financial bonuses, public recognition, etc.

Goals should make sense in the context of your organization. Analyze baseline data to understand the state of gender equality in your workplace and consider the demographic you want to reflect (e.g. country population, country workforce, clients).[98] You can also draw inspiration from international standards and frameworks to raise the bar of your goals. For example, a small organization in a male-dominated industry will likely need to set different goals than a multinational with larger resources.

91   World Economic Forum, "Accelerating Gender Parity: A Toolkit," 2017.

92   *Targets* refer to numerical goals that an organization seeks to reach within a specific period of time (e.g. improving the gender balance of the Board of Directors to 40-60 percent in the next three years). *Quotas* tend to be more strictly observed and are usually issued by policymakers to address persistent inequality and ensure organizations meet predetermined standards (e.g. Quebec legislation requires that 50 percent of a Crown corporation's Board of Directors' seats be held by women). Rotman Institute for Gender and the Economy, "Research in Brief: The Debate about Quotas," 2016; Andrew MacDougall and Michele Qu, "Gender Diversity on Boards and in Senior Management," *Osler,* 2014.

93   Sandrine Devillard et al., "The Power of Parity: Advancing Women's Equality in Canada," *McKinsey Global Institute,* 2017; Andrew MacDougall et al., "Diversity Disclosure Practices 2018 – Women in Leadership Roles at TSX-listed Companies," *Osler, Hoskin & Harcourt LLP,* 2018.

94   Canada-United States Council for Advancement of Women Entrepreneurs & Business Leaders, "Advancing Women as Leaders in the Private Sector," 2018.

95   Australian Workplace Gender Equality Agency, "How to Set Gender Diversity Targets," 2013.

96   Juliet Bourke and Bernadette Dillon, "The Diversity and Inclusion Revolution: Eight Powerful Truths," *Deloite Review,* 2018.

97   Juliet Bourke and Bernadette Dillon, "The Diversity and Inclusion Revolution: Eight Powerful Truths," *Deloite Review,* 2018.

98   Sarah Hayley Armstrong, "How We Set Diversity Targets," *Medium,* 2018.

RECOMMENDATIONS FOR GOAL SETTING

- **Use SDG 5 Gender Equality targets and indicators relevant for businesses** as an inspiration to set organization-wide goals and targets, and report on your progress.
- **Leadership must ensure goals are cascaded down the entire organization** and consider sharing relevant metrics externally to increase accountability and foster employee support.
- **Involve employees in the creation of gender equality goals** and tie them to your organization's core values, mission, and business strategy. Active involvement will build ownership around gender equality within the organization.
- **Set targets that are specific to the reality of your organization** (e.g. by level, unit, area). These targets will accelerate the achievement of overall organizational goals.
- **Use collected data to model different scenarios**. Modelling can help identify the achievable targets and variables that have to change to support larger goals.
- **Establish long-term goals to be supported by short-term actions.** Monitor progress closely and build in time to course correct if required.

GOOD PRACTICES IN THE PRIVATE SECTOR

Baker McKenzie announced in 2019 new global aspirational targets related to gender to be rolled out by July 1, 2025. The "40:40:20" targets aim to establish representation figures at 40 percent women, 40 percent men, and 20 percent flexible (women, men, or non-binary persons). The goal was first applied to candidate pools for external recruitment at partner or senior business levels and has since been extended to representation of all equity and non-equity partners, senior business professionals, and firm committee leadership. Additionally, beginning in 2020, offices are required to have 25 percent women partners; to achieve this, at least one out of every four partner promotions or new hires must be a woman. A project team, led by Baker McKenzie's global director of diversity and inclusion, is working to tailor support for all 77 offices, roll out a global internal communications strategy, improve pipeline and succession planning, and put accountability systems in place.

Sodexo's commitment to gender balance is linked to ambitious goals based on research and data. The company carried out a comprehensive study between 2011 and 2016 that included data from over 50,000 managers from 70 entities. Sodexo found that management teams with a gender balance between 40 and 60 percent outperform teams without a gender balance on financial and non-financial indicators. Based on this study, Sodexo's CEO has committed to reaching a goal of having 40 percent women in senior leadership positions globally by 2025, and has set a goal to see that all employees work for gender-balanced management teams by 2025.

TELUS's Board of Directors adopted a target of achieving a minimum representation of 30 percent women sitting as independent directors by the end of 2018. Additionally, TELUS's board signed the Catalyst Accord 2022 pledging to have a minimum of 30 percent female representation on their Board of Directors by 2022. By the end of 2019, 42 percent of their independent directors were women.

ASSESS YOUR ORGANIZATION'S GOAL SETTING

✓ Are your goals for gender equality specific, measurable, achievable, resource-based, and time-bound (SMART)?
✓ Has your organization set goals for gender equality based on baseline data of the state of gender equality in the workplace?
✓ Has your organization established gender representation targets for all organizational levels (i.e. Board of Directors, senior leadership, senior management, middle management, and workforce)?
✓ Has your organization established gender representation targets for all organizational units (e.g. teams, departments, functions)?
✓ Has your organization established gender representation targets for all types of workers (e.g. permanent, casual, contractors, shift, seasonal, trainees, students)?
✓ Has your organization established quantitative goals for gender equality other than representation (e.g. hiring, retention, and promotion; gender wage gap; flexible work use; parental leave use; gender-based violence reports)?
✓ Has your organization established qualitative goals to support gender equality efforts (e.g. impact of initiatives, engagement, inclusive culture, attitude towards gender equality)?
✓ Has your organization shared goals for gender equality internally and externally?

RESOURCES FOR GOAL SETTING

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Gender Parity: Closing the Gap Between Commitment and Action	LinkedIn	Article	Target Setting	Learn about metrics that can help to track your company's commitment to gender equality and the advancement of women.	HR, D&I, Senior Leadership	See page 172
How to Set Gender Diversity Targets	Workplace Gender Equality Agency (Australia)	Guide	Target Setting	Set realistic gender targets to improve the gender diversity of your workforce.	HR, D&I, Senior Leadership	See page 172
Target Setting Calculator	Workplace Gender Equality Agency (Australia)	Tool	Target Setting	Test a variety of scenarios to find the most realistic and achievable gender targets for your business.	HR, D&I, Senior Leadership	See page 173

3. MEASURING AND EVALUATING

Measuring and evaluating processes must be in place to determine the efficacy of gender equality initiatives, track progress towards long-term goals, and identify corrective measures, if necessary. The Organisation for Economic Co-operation and Development (OECD) asserts that monitoring and evaluating gender equality indicators and outcomes is one of the most significant means of achieving practical benefits for women and bringing about changes in gender relations, especially when these measures are conducted as part of a larger gender action plan.[99]

Using both qualitative and quantitative gender equality indicators to measure and evaluate change can contribute to an organization's strategic planning, the design and implementation of programs and projects, and improved allocation or reallocation of resources.[100] Measuring and evaluating the metrics surrounding recruitment, retention, advancement, representation, and pay is important, but qualitative components related to corporate culture, and employee attitudes, behaviour, and engagement are just as important.[101] Qualitative data can provide valuable information about the perception of your organizational culture and the lived experience of underrepresented employees.

SUCCESS FACTORS FOR MEASURING AND EVALUATING

Leadership must take ownership of measuring and evaluating processes to prevent everyone's goal from becoming no one's responsibility. All employees must work towards gender equality, but active support of executives and management is essential.[102]

Targets, goals, actions, and initiatives must be measured regularly. Measuring and evaluating gender equality initiatives' results allows organizations to gauge their impact in support of goals and targets, and track progress over time.

Quantitative and qualitative indicators should be used to measure an organization's performance.[103] Evaluating these indicators will enable organizations to determine whether to continue on their current path or to adjust concrete actions or targets.

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99   OECD, "Tool Kit on Gender Equality Results and Indicators," 2013.

100 UN Women, "Why Is Monitoring and Evaluation Important?" 2010; OECD, "Tool Kit on Gender Equality Results and Indicators," 2013.

101 Katie Abouzahr et al., "Measuring What Matters in Gender Diversity," *BCG,* 2018.

102 OECD, "Toolkit for Mainstreaming and Implementing Gender Equality," n.d.

103 According to ADB and the Government of Australia, gender equality indicators are measures of performance that require the collection and analysis of gender disaggregated information on who participates in and benefits from development activities. OECD, "Tool Kit on Gender Equality Results and Indicators," 2013.

RECOMMENDATIONS FOR MEASURING AND EVALUATING

- **Make indicators easy to understand and ensure they help measure change over time**. The connection between indicators and goals and targets should be easily identified and provide information about the effectiveness of gender equality strategies.

- **Ensure that all employees understand the importance of tracking gender-disaggregated data.** All stakeholders should be aware that data is tracked periodically, and the ways in which this information can be used.

- **Focus equally on external and internal indicators.** Measuring all relevant indicators needed to assess progress and impact often means going beyond the scope of indicators used for external purposes, and specifically including internal indicators.

- **Make your key gender equality metrics and indicators available to all employees** and provide updates on progress frequently. Consider developing a dashboard to capture this information.

- **Make your gender equality measurement and evaluation processes participatory** by actively requesting employee input or feedback. Ensure that your process is transparent, safe, and anonymous, and track levels of engagement in your data collection process to improve over time.

GOOD PRACTICES IN THE PRIVATE SECTOR

Sodexo has policies and practices in place to measure and evaluate a variety of indicators. Results are measured twice a year to track progress on representation, including gender and ethnicity. To accelerate the progress, Sodexo implemented a policy where senior leaders are eligible for 10 percent annual bonuses if they contribute to improving gender representation or participate in diversity and inclusion initiatives (e.g. joining an ERG, sitting on a gender equality panel). In the male-dominated energy and resources sector, Sodexo's efforts have increased women's representation from 33 percent in 2015 to 38 percent in 2018, and in the female-dominated industry of health care, men's representation increased from 35 percent to 38 percent.

BASF's Diversity and Inclusion dashboard includes overall talent benchmarks as well as results of unit-level team decision-making that influences diversity. It also shows diversity gains and losses and talent movement. The Diversity + Inclusion Dashboard helps leaders evaluate the results of their hiring decisions to better understand how they impact their groups and connect to business performance.

ASSESS YOUR ORGANIZATION'S MEASURING AND EVALUATING

✓ Has your organization evaluated its gender equality efforts (e.g. strategy, goals, policy, programs, initiatives) to assess their effectiveness and impact?

✓ Does your organization have a clear and ongoing process to measure and evaluate workforce diversity (e.g. gender identity, race/ethnicity, ability/disability)?

✓ Does your organization make gender equality measuring and evaluating processes participatory, wherever possible (e.g. employee surveys, focus groups, in-depth interviews)?

✓ Has your organization established key performance indicators (KPIs) based on representation targets (e.g. gender representation at management levels, leadership levels; gender representation in operations units, administrative units; ratio of different genders)?

✓ Has your organization established key performance indicators (KPIs) based on quantitative goals other than representation (e.g. hiring, retention, and promotion; gender pay gap; flexible work use; parental leave use; employment engagement; gender-based incidents)?

✓ Has your organization established key performance indicators (KPIs) based on qualitative goals (e.g. impact of initiatives, engagement, inclusive culture, attitude towards gender equality)?

✓ Has your organization made key gender equality data (e.g. metrics, indicators) accessible to all employees?

✓ Does leadership in your organization review and evaluate gender equality data (e.g. goals, targets, KPIs)?

✓ Has your organization obtained a certification for gender equality (e.g. Women in Governance's Parity Certification, EDGE Certification, UNDP's Gender Equality Seal)?

SUPPORT FOR THE PRIVATE SECTOR

Private sector organizations that are interested in obtaining a certification for gender equality can consider the following organizations:

• EDGE Certification
• UNDP Gender Equality Seal
• Women in Governance Parity Certification

For more on these certifications, see page 176.

RESOURCES FOR MEASURING AND EVALUATING

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Measuring What Matters in Gender Diversity	Boston Consulting Group	Article	Metrics and Indicators	Gain a quantitative snapshot of gender diversity progress by measuring key metrics, including recruitment, retention, promotion, and representation.	HR, D&I, Senior Leadership	See page 174
Workplace Gender Equality Indicators	Our Watch	Guide	Metrics and Indicators	Learn to collect, review, and respond to data related to gender equality.	HR, D&I, Senior Leadership	See page 174
Vital Signs	Catalyst	Tool	Measuring Progress	Tool to help organizations understand and measure their workforce through diversity and inclusion lens.	HR, D&I, Senior Leadership	See page 175
Meaningful Metrics for Diversity and Inclusion	Include Empower	Article	Measuring Progress	Follow steps to set, evaluate, and analyze meaningful diversity and inclusion progress.	HR, D&I, Senior Leadership	See page 175
Measuring Progress	Project Include	Article	Measuring Progress	Learn how to measure diversity and inclusion progress.	HR, D&I, Senior Leadership	See page 175
8 Ways to Measure Diversity that Have Nothing to Do with Hiring	Fortune	Article	Measuring Progress	Measure gender equality and diversity beyond hiring and recruitment data.	HR, D&I, Senior Leadership	See page 176
Gender Equality Certifications	Various Sources	Certification	Gender Equality Certifications	Advance gender equality and inclusion efforts and be certified for your work: EDGE Certification; UNDP Gender Equality Seal; Women in Governance Parity Certification.	HR, D&I, Senior Leadership	See page 176

4. REPORTING

Reporting allows organizations to reflect on progress and acknowledge performance gaps in relation to their goals.[104] Internal and external reporting are transparency and accountability mechanisms that ensure businesses communicate successes and areas for improvement to stakeholders within and outside of the organization.

There are many advantages of internal reporting on gender equality progress, such as:

- Receiving more advantageous resource allocation from senior leadership or Board of Directors to support further integration of gender equality into the business model.[105]
- Evaluating gender equality efforts in a less formal way with an internal audience to build capacity and support for these initiatives before sharing information publicly.
- Using the information compiled in your organization's internal report as a strategic business tool (i.e. comparing your diversity and inclusion data to peers, monitoring how gender equality initiatives and practices have contributed

to business performance over specific time periods, and identifying areas of improvement and success for future growth).[106]

In addition, research demonstrates the numerous benefits of external reporting:

- Millennial investors are 65 percent more likely to consider a company's environmental, social, and governance (ESG) factors, including diversity and inclusion efforts, when making investment decisions.[107]
- When made aware of a company's diversity and inclusion practices, customers are more likely to remain loyal. Eighty-seven percent of shoppers said they would pay more for a product from companies that practise gender equality.[108]
- Investors are increasingly demanding more disclosure on gender from businesses to inform their decision making. This is evident by the growing field of gender lens investing, which includes gender bonds and gender equality exchange-traded funds (ETFs).[109] Additionally, companies that report on

gender equality and score above a certain threshold can increase shareholder investment and boost their reputation when listed on gender equality or diversity and inclusion indices.[110]

SUCCESS FACTORS FOR REPORTING

Proactively report your data, progress, and lessons to internal and external audiences. Don't wait for incidents or legislation; begin the process by producing and transparently circulating internal reports and then branch out to external reporting.

Ensure your internal and external reports are clear and concise. Focus on material information and be mindful of priorities to avoid information overload. Before sharing internally, review the section on internal communication in this Blueprint to help complement your reporting efforts.

Be consistent when reporting quantitative data and metrics. Use established frameworks and benchmarks with clear data parameters, formulas, and explanations for external reporting, and present comparable data from previous reporting periods to facilitate the identification of trends in performance over time.[111]

Document qualitative information and initiatives relevant to the current reporting period to provide insight into actions, impacts, and potential opportunities rather than focusing on past accomplishments from previous reporting periods.

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104 GRI & UN Global Compact, "Integrating SDGs into Corporate Reporting: A Practical Guide," 2018.

105 GRI & UN Global Compact, "Integrating SDGs into Corporate Reporting: A Practical Guide," 2018.

106 Australian Workplace Gender Equality Agency, "Gender Strategy Toolkit," n.d.

107 Responsible Investment Association, "Millennials, Women, and the Future of Responsible Investing," 2016.

108 Gender Fair, "About," n.d.

109 Gender bonds aim to support companies or projects that advance action towards gender equality. Gender equality ETFs are a marketable security that tracks a gender equality stock index, a basket of bonds, or shares in companies with a gender equality focus.

110 DuPont, "DuPont Makes Bloomberg 2019 Gender-Equality Index," 2019.

111 GRI & UN Global Compact, "Integrating SDGs into Corporate Reporting: A Practical Guide," 2018.

RECOMMENDATIONS FOR REPORTING

- **Devise a plan for addressing negative or underwhelming data.** Reporting is crucial even when data is not positive; stakeholders welcome proactive transparency.
- **Include explanations** for any topics linked to gender equality that internal and external stakeholders might expect to see but were omitted from your report.
- **Research and understand existing external business reporting mechanisms** and explore how gender data could be integrated to add value for report users.
- **Distinguish between global actions and metrics and those that are regional or local.** For instance, when reporting on representation figures, regional data may be more relevant.
- **Use external assurance frameworks** to enhance accuracy, credibility, and report quality. For example, Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB).
- **Engage with a broad range of stakeholders** throughout the internal reporting process to test the value of the information you will report on.
- **Support leaders with talking points and tools on how to report** to their business units or teams regularly.

GOOD PRACTICES IN THE PRIVATE SECTOR

CAE focuses on transparency and benchmarking to advance gender equality. Voluntarily disclosing information and progress related to gender equality, CAE achieved a place on Bloomberg's 2019 Gender-Equality Index, and the Bronze-level certification from Women In Governance's Parity Certification. The organization has also transparently communicated to external and internal stakeholders a number of short terms goals in order to increase accountability and evaluate progress, including: ensuring that women comprise 30 percent of Board members by 2022; ensuring women account for 30 percent of newly identified high-potential employees by 2023; and increasing the number of women employees by 10 percent by 2023.

TELUS has a robust external reporting process that explicitly includes information on gender equality in their annual Diversity and Inclusiveness Report and Sustainability Report. The Sustainability Report includes high-level qualitative information and detailed quantitative data that impacts gender equality guided by the Global Reporting Initiative (GRI) framework. The Diversity and Inclusiveness Report contains detailed qualitative information and high-level quantitative data. These publicly available reports are easily accessible for stakeholders and TELUS publicizes their releases through a promotional campaign to increase exposure and awareness. Proactively seeking internal and external feedback on the reports through presentations, review sessions, surveys, and analytics reports is also a key element of the reporting process.

ASSESS YOUR ORGANIZATION'S REPORTING

✓ Does your organization externally report on its gender equality performance and efforts (e.g. strategy, goals, policy, programs, initiatives)?

✓ Does your organization internally report on its gender equality performance and efforts (e.g. strategy, goals, policy, programs, initiatives)?

✓ Does your organization report (internally and/or externally) on quantitative data from current and previous years to allow for comparison (e.g. metrics related to representation, recruitment, retention, pay)?

✓ Does your organization report (internally and/or externally) on qualitative data from current and previous years to allow for comparison (e.g. metrics related to impact, corporate culture, inclusion, engagement)?

✓ Does your organization include gender-disaggregated data for key performance indicators (KPIs) in its reporting (internally and/or externally)?

✓ Does your organization include relevant narrative material (e.g. action plans to address underperformance, explanations of exclusions) to support data in its reporting (internally and/or externally)?

✓ Does your organization use established frameworks for external reporting that include components of gender equality (e.g. GRI, SASB)?

GOOD PRACTICES IN THE PRIVATE SECTOR

Turner & Townsend set the goal of achieving a 40:60 gender split between women and men across the entire businesses by 2025. To hold the organization accountable for meeting this target in Canada, Turner & Townsend has implemented an internal reporting system. The human resources department reports current representation figures at monthly operations meetings and these figures are discussed at each Board of Directors meeting. The internal reporting process breaks down representation across the globe so that Canada's leadership team can see where they stand, as well as on the country level and regional level. The figures are shared with Turner & Townsend's Employee Resource Group (ERG) focused on gender equality and there are plans to communicate the information across the organization more broadly.

In 2015, the **Vancouver Airport Authority (YVR)** set a target that would see 50 percent of management positions held by women. To meet this goal, YVR established a system of internal reporting beyond its compliance requirements as a federally regulated employer. Every six months, YVR issues a diversity scorecard tracking department-specific progress to its executive team. Hiring managers complete a "Diversity and Inclusion Hiring Form" and the president and CEO must approve the form for added accountability. In 2013, YVR reported that 31 percent of management positions were held by women and, by the end of 2018, the number rose to 44 percent. YVR anticipates reaching its target goal of 50 percent by the end of 2022.

SUPPORT FOR THE PRIVATE SECTOR

Indices have been created to help companies track or compare progress. The Bloomberg Gender-Equality Index, Thomson Reuters Diversity and Inclusion Index, and Equileap's Gender Equality Indices are all useful tools to measure and report on gender equality indicators such as the wage gap, representation, employee benefits, and diversity and inclusion policies.

Read more about these indices on page 181.

RESOURCES FOR REPORTING

Name	Source	Type	Target Area	Goals	Target Unit	Summary
Business Reporting on the SDGs – An Analysis of the Goals and Targets	UN Global Compact, Global Reporting Initiative	Report	Reporting Strategy	Improve your quantitative and qualitative reporting and performance on the SDGs.	HR, D&I, Corporate Reporting	See page 179
Integrating the SDGs into Corporate Reporting: A Practical Guide	UN Global Compact, Global Reporting Initiative	Report	Reporting Strategy	Learn how to integrate the SDGs into your current corporate reporting framework.	HR, D&I, Corporate Reporting	See page 179
In Focus: Addressing Investor Needs in Business Reporting on the SDGs	UN Global Compact, Global Reporting Initiative	Report	Reporting Strategy	Learn about the key parameters of corporate reports that refer to those SDGs investors are most likely to find useful.	Corporate Reporting	See page 180
Women's Empowerment Principles: Reporting on Progress	UN Global Compact, UN Women	Report	Reporting Implementation	Improve your reporting and performance on the seven Women's Empowerment Principles.	HR, D&I, Corporate Reporting	See page 180
Embedding Gender in Sustainability Reporting: A Practitioner Guide	International Finance Corporation, Global Reporting Initiative	Guide	Reporting Implementation	Use the best practices in sustainability reporting and develop new opportunities for women by understanding what gender equality looks like in your business.	Corporate Reporting, HR, D&I	See page 180
Global Reporting Standards	Global Reporting Initiative	Guide	Reporting Standards	Use the GRI standards to report on gender-related standards and targets (GRI 401, GRI 404, GRI 405) within your sustainability reporting.	Corporate Reporting	See page 180
SASB Standards	Sustainability Accounting Standards Board	Standard	Reporting Standards	Ensure you accurately disclose sustainability information. Human capital and social capital are the key dimensions related to gender equality.	Corporate Reporting	See page 181
Gender Equality Indices	Various Sources	Indices	Gender Equality Indices	Report on gender equality and diversity and inclusion efforts and be highlighted in these indices: Bloomberg Gender-Equality Index; Thomson Reuters Diversity and Inclusion Index; Equileap Gender Equality Indices.	HR, D&I, Corporate Reporting	See page 181

THE WAY FORWARD FOR CANADA

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One of the key aspects of the Gender Equality Leadership in the Canadian Private Sector project was deep collaboration with the private sector. Based on the insights resulting from this cooperation as well as our own extensive primary and secondary research, GCNC has developed a number of recommendations for the Government of Canada to continue to help advance gender equality in the private sector.

- **Continue to support business leadership.** Our participating companies have expressed interest in remaining available for conversations with other organizations looking to advance gender equality in the workplace, and have emphasized the value of continuous collaboration, cooperation, and the sharing of good practices and lessons learned.
- **Create resources to support organizations' ability to make a unique case for gender equality that is relevant to their workplace.** The business case, built on financial imperatives, is important, but since women comprise half the population, the moral arguments in support of equality should be just as significant.
- **Proactively include representatives from the private sector in conversations about legislation and regulation** to help establish processes that allow businesses to understand developments and be prepared for implementation of any resulting regulation or legislation.
- **Encourage internal transparency and disclosure in individual companies**

as the first step to support the private sector's successful transition into open disclosure on gender equality data.
- **Provide support for creating small closed task force initiatives where companies can disclose and discuss quantitative and qualitative gender equality information** with guidance from government, academia, industry associations, or expert organizations in a safe space to support further transparency.
- **Encourage full, open disclosure by recognizing private sector organizations as bold leaders for voluntarily and publicly sharing data.** Other organizations may be motivated to follow suit, especially since stakeholders respond favourably to transparency when it is not forced by external drivers and when information is accompanied by a plan of action.
- **Incentivize and provide guidance on conducting a gender wage gap analysis** to private sector companies that are not regulated by pay equity legislation. Encourage them to share results externally to motivate other organizations to follow their example.

- **Increase government-supported practices to remove bias from recruitment, retention, and promotion processes** in the private sector. For example, prohibit companies from asking about salary history during hiring or promotion to avoid perpetuating unfair wage gaps.
- **Enhance private sector alignment of practices and actions.** A standardized certification could be a key method to ensure this alignment and accelerate progress.
- **Increase support for the implementation of flexible work arrangements** through research, education, and sharing real success stories. For instance, government-supported guidance on how to conduct results-based performance evaluations can help organizations break down internal barriers to offering and using these arrangements.
- **Create an intersectional framework such as GBA+ specifically aimed at the private sector** to support the challenge of embedding an intersectional lens in corporate policies, programs, and initiatives.

- **Take inspiration from other jurisdictions to improve gender representation in advertising and marketing materials.** Companies should be encouraged to showcase leadership by proactively addressing and preventing gender stereotypes that perpetuate societal inequality.
- **Circulate and develop resources on health, safety, and wellbeing from gender-specific or intersectional perspectives** for the private sector to raise awareness about the link between gender and physical or psychological health and safety, violence and harassment, mental health, and comfort and wellbeing at work – in office, on- and off-site, and in remote capacities.
- **Proactively promote and circulate resources created for mandated or government-recommended actions.** The private sector may find it challenging to identify whether or not government-produced resources exist, where to find them, and how to utilize them.

09

O ne of the strengths of the Canadian private sector is its stability. As a matter of course, Canadian businesses tend to be more risk adverse, waiting to see the benefits of particular policies or programs before deciding to endorse or enact similar strategies. As the Gender Equality Leadership in the Canadian Private Sector project has demonstrated, when it comes to the benefits associated with advancing gender equality in the workplace, the evidence is in: gender equality is an imperative factor for the private sector's long-term success and the overall strength of Canada's economic development.

THE BUSINESS ADVANTAGE OF GENDER EQUALITY

Organizations experience greater financial results, more productive operational capacity, amplified ability to attract and retain talent, a more adaptable labour force, heightened innovation, and enhanced reputation. Additionally, Canada's economic outlook is strengthened, quality of life is enhanced for all, human rights are protected, and employees are physically and mentally healthier, safe, and empowered.

APPLICABLE TO ALL PRIVATE SECTOR ORGANIZATIONS

The Blueprint for Gender Equality Leadership in the Canadian Private Sector was developed to support all Canadian organizations and individuals seeking to advance gender equality in the workplace. The research, evidence-based recommendations, and good practices contained within are intended to be applicable to a wide range of private sector organizations ranging in size, sector, composition, and lifespan.

BREAKING BARRIERS AND ACCELERATING GENDER EQUALITY

While each organization's journey may be different and certain sections of the Blueprint for Gender Equality Leadership in the Canadian Private Sector may be more or less pertinent, the end goal is the same for all: achieve gender equality. By proactively working to enhance three primary cornerstones of gender equality – leadership, inclusion, and transparency and accountability – with specific actions related to their individual attributes, organizations can play a key role in breaking barriers and accelerating gender equality progress.

AN OPPORTUNITY FOR LEADERSHIP

It is crucial for the Canadian private sector to seize the opportunity to showcase real global leadership in the movement to achieve gender equality. The question is not whether it is the right decision, but whether your organization has what it takes to break the trend of stagnant commitment and become a leader in the pursuit for gender equality.

10

A. LEADERSHIP RESOURCES

CEO BLUEPRINT – HOW TO BUILD AND LEAD GENDER-BALANCED ORGANIZATIONS (CANADIAN GENDER AND GOOD GOVERNANCE ALLIANCE)[1]

This blueprint provides a starting point for CEOs once they understand the importance of gender balance to build a vision, structuring and mobilizing management teams, and focusing on gender diversity initiatives. This blueprint aims to help frame the CEO agenda through the following steps:

1. **Build your vision:** Start with introspection of why you believe gender balance is important, then consult with peers and experts to identify symptoms and causes of gender inequality in your organization, and declare your commitment, making sure to consider choice of words, consistency, and frequency.
2. **Make it mission critical:** Embed gender diversity within your strategy and corporate values by building a gender diversity strategy. Ensure that it is firmly linked to the business strategy by setting targets and measuring progress regularly and holding yourself and others accountable.
3. **Focus on high-impact practices:** Focus on activities that generate the highest return on investment (ROI) to prevent

feel-good initiatives that do not create positive results. For example, mentoring women to address the gender pay gap, gender-inclusive flexible work models, and interventions at inflection points in a woman's career. Also, avoid one-time training sessions, creating women-only corporate networks, and recruiting external senior role models.

To learn more, click here.

THE SIX SIGNATURE TRAITS OF INCLUSIVE LEADERSHIP – THRIVING IN A DIVERSE NEW WORLD (DELOITTE)[2]

This report describes six key traits of inclusive leadership that prepare leaders for today's business environment of diverse markets, customers, ideas, and talent:

1. **Commitment:** Staying committed to diversity and inclusion because these objectives align with leaders' personal values and they believe in the business case.
2. **Courage:** Speaking up and challenging the status quo.
3. **Cognizance of bias:** Being mindful and aware of personal bias, as well as being attentive to organizational blind spots, such as groupthink, confirmation bias, and implicit stereotypes.

4. **Curiosity:** Having a non-judgmental mindset and being willing to understand other people's perspectives, despite the risk of ambiguity and uncertainty.
5. **Cultural intelligence:** Being confident and effective in cross-cultural interactions by being aware of cultural stereotypes, while remaining deliberate and specific in communication and language.
6. **Collaboration:** Creating an unbiased working environment where individuals feel valued, empowered, and comfortable to collaborate and share ideas.

In addition, this report outlines inclusive leadership on an organizational level. Businesses can develop leadership capabilities and build an inclusive workplace culture by:

1. **Strategic alignment:** Prioritize inclusive leadership as a core pillar in the business's D&I strategy.
2. **Recruitment:** Emphasize inclusive leadership capabilities in job postings and interview questions.
3. **Capability and competency management:** Include inclusive leadership capabilities within the business's leadership competency model.

4. **Performance management:** Use KPIs to measure inclusive behaviours and inclusion outcomes.
5. **Rewards and recognition:** Reward and showcase leaders who role model inclusive behaviour.
6. **Leadership development:** Assess inclusive leadership capabilities among senior leaders and management to identify any gaps, and then create a plan to address those gaps.
7. **System integration:** Incorporate inclusive leadership into the strategy for developing current and future leaders.

To learn more, click here.

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1   Canadian Gender and Good Governance Alliance, "CEO Blueprint," 2018.
2   Juliet Bourke and Bernadette Dillon, "The Six Signature Traits of inclusive Leadership," *Deloitte,* 2016.

THE DIVERSITY AND INCLUSION REVOLUTION: EIGHT POWERFUL TRUTHS (DELOITTE)[3]

This article was developed to help business leaders close the gap between aspiration and reality in terms of achieving a diverse and inclusive workplace culture.

Deloitte presents eight truths that can help to inspire leaders to create inclusive workplaces:

1. **Diversity of thinking is the new frontier:** Leverage cognitive diversity, which refers to the different ways that people solve problems to improve creativity, innovation, and implementation of decisions.
2. **Diversity without inclusion is not enough:** Emphasize inclusion in the workplace by treating employees with fairness and respect and ensuring they feel valued and have a sense of belonging.
3. **Inclusive leaders cast a long shadow:** Boost team performance, improve decision-making quality, and enhance team collaboration with empowering and inclusive leadership.
4. **Middle managers matter:** Encourage senior leaders to engage and influence middle managers by approaching them as individuals who are supported and valued in the organization.

5. **Rewire the system to rewire behaviours:** Use D&I data to identify specific issues in the talent cycle, introduce positive behavioural nudges, and evaluate the effectiveness of changes made.
6. **Tangible goals make ambitions real:** Strengthen communication and accountability from leadership and offer broader acts of recognition or reward to turn goals into action.
7. **Match the inside and the outside:** Prioritize customer diversity to ensure that the business acknowledges and supports the diversity among its customers.
8. **Perform a culture reset, not the tick-the-box program:** Shift away from "compliance" and "programmatic" approaches towards "leader-led" and "integrated" approaches, which are more comprehensive, address systemic cultural barriers, and leverage diversity.

To achieve the eight truths, Deloitte proposes the following seven actions for leaders:

1. Recognize that progress will take a culture reset
2. Create shared purpose and meaning by broadening the narrative to diversity of thinking and inclusion
3. Build inclusive leadership capabilities
4. Take middle managers on the journey

5. Nudge behaviour change by rewiring processes and practices
6. Strengthen accountability, recognition, and rewards
7. Pay attention to diverse employees and customers

To learn more, click here.

GETTING REAL ABOUT INCLUSIVE LEADERSHIP – WHY CHANGE STARTS WITH YOU (CATALYST)[4]

This report introduces a model of inclusive leadership. Catalyst highlights the importance of developing an inclusive team culture and emphasizes the role of managers in facilitating and encouraging a collaborative workplace through inclusive leadership practices and behaviour.

Here are key findings from Catalyst's report:

- **Six core inclusive leadership behaviours:** Accountability, ownership, allyship, curiosity, humility, courage
- **Five hallmarks of inclusion:** Feeling valued, trusted, authentic, psychological safety (latitude), and psychological safety (risk-taking).
- **Positive experiences of inclusion benefit both employers and employees**: Benefits team problem-solving, work engagement, intent to stay, employee innovation.

- **Recognize that mediocrity is not enough to drive meaningful impact:** Leaders must take proactive and intentional action.

To learn more, click here.

QUIZ: ARE YOU AN INCLUSIVE LEADER? (CATALYST)[5]

This quiz allows leaders to gain a better understanding of their progress and performance in inclusive leadership. After completing the quiz, leaders can use the results to see how well they're doing, and make changes to their leadership style, if necessary. According to Catalyst, inclusive leadership is about supporting a team, and making employees feel included and valued for their unique perspectives and skills. This ultimately develops better team engagement and boosts overall organizational performance.

Four Key Leadership Behaviours:

1. **Empowerment:** You enable team members to develop and excel by encouraging them to solve problems, come up with new ideas, and build new skills.
2. **Courage:** You put personal interests aside to achieve what needs to be done; you act on convictions and principles even when it requires personal risk-taking.

3   Juliet Bourke and Bernadette Dillon, "The Diversity and Inclusion Revolution: Eight Powerful Truths," *Deloitte Review,* 2018.
4   Dnika J. Travis et al., "Getting Real About Inclusive Leadership: Why Change Starts With You," *Catalyst*, 2019.
5   Catalyst, "Quiz: Are you an Inclusive Leader?" *Catalyst Research*, 2015.

3. **Accountability:** You demonstrate confidence in team members by holding them responsible for aspects of their performance that are within their control.
4. **Humility:** You admit mistakes; you accept and learn from criticism and different points of view; you seek contributions of others to overcome limitations.

To learn more, click here.

HOW CEOS CAN PUT GENDER BALANCE ON THE AGENDA AT THEIR COMPANIES (HARVARD BUSINESS REVIEW)[6]

The topic of gender balance often elicits emotional reactions from both men and women. That's why "gender bilingual" leaders are required. This *Harvard Business Review* article outlines "the facts, the feelings, and the framework" to lead the change, as follows:

THE FACTS

- **Understand the big picture:** CEOs need to understand why gender balance offers their company a competitive opportunity, not just pay the idea lip service.
- **Know your numbers**: Make sure your team accurately identifies your own company's issues before you start trying to solve them.
- **Learn how to distinguish between real differences and stereotypes**: It requires education in gender issues and inclusive

approaches that unite men and women rather than separate them.

THE FEELINGS

- **Set the tone:** Measure and compare your executive team's success in balancing their functions as a routine part of your staff meetings.
- **Be inclusive:** Model a skill with language that is inclusively neutral without falling into inauthentic political correctness.

THE FRAMEWORK

- **Make it strategic:** Point out the strategic link to your future business goals regularly and repeatedly.
- **Make it personal:** Recognize that everyone on your team has a personal and a professional life.

To learn more, click here.

A CEO'S GUIDE TO GENDER EQUALITY (MCKINSEY & COMPANY)[7]

1. Get committed.
2. **Broaden your action**: The focus in these interventions must be to help women become better leaders – and to design conditions under which they can. Crucial aspects include sponsoring (and not just mentoring) women, neutralizing the effects of maternity leaves on career advancement and wage increases, and evolving the criteria companies use for

promotions to include a diversity of leadership styles.
3. **Hold challenging conversations:** The following five questions can help spur these discussions:

- Where are the women in our talent pipeline?
- What skills are we helping women build?
- Do we provide sponsors as well as role models?
- Are we rooting out unconscious bias?
- How much are our policies helping?

4. **Sweat the small stuff:** Create bias for action when it comes to gender equality. Identify processes which have not been examined in years and determine if a change in the process is needed. Fixing the problem can be as easy as allowing employees on parental leave to keep their phones and laptops to stay in contact to create more flexible return options.

To learn more, click here.

BUILDING INCLUSION: AN EVIDENCE-BASED MODEL OF INCLUSIVE LEADERSHIP (DIVERSITY COUNCIL AUSTRALIA)[8]

Diversity Council Australia's Inclusive Leadership Model proposes that there are five capabilities necessary for a person to be an effective inclusive leader. Inclusive leadership refers to capabilities such as

mindsets, knowledge, skills, and behaviours that leaders possess and that make their organizations inclusive.

1. **Building an Identity-Awareness Mindset:** Reflect on your own identity and think about what advantages or disadvantages you might experience as a result.
2. **Building a Relational Mindset:** Reflect on your ability to communicate effectively across different social and workplace identities and practice, etc.
3. **Building an Open and Curious Mindset:** Ensure that across your whole organization, work activities, meeting times, and work-related social activities are scheduled so participation is maximized, etc.
4. **Building a Flexible and Agile Mindset:** Assess whether your organization has mainstreamed flexible working (e.g. made flexible work standard business practice), etc.
5. **Building a Growth-focused Mindset:** Investigate the extent to which team members from all backgrounds/experience/job levels/business areas/functions can contribute to decision making, etc.

To learn more, click here.

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6   Avivah Wittenberg-Cox, "How CEOs Can Put Gender Balance on the Agenda at Their Companies," *Harvard Business Review*, 2016.

7   McKinsey & Company, "A CEO's Guide to Gender Equality," 2015.

8   Jane O'Leary, Graeme Russell, and Jo Tilly, "Building Inclusion: An Evidence-Based Model of Inclusive Leadership," *Diversity Council Australia*, 2015.

DEVELOPING A WORKPLACE GENDER EQUALITY POLICY (WORKPLACE GENDER EQUALITY AGENCY)[9]

The Australian Workplace Gender Equality Agency has created a brief guide to help different types of organizations in all countries develop a gender equality policy. This guide describes what a gender equality policy is and why workplaces should have one. It also outlines the key characteristics of a gender equality policy and demonstrates different frameworks and ways to measure objectives.

This resource recommends that a gender equality policy addresses and focuses on the following areas:

- **Recruitment:** Formulating job descriptions, sourcing candidates, advertising postings, protocol around recruitment agencies, recruitment team/panel composition, pre-requisite training, constitution of a short list, interview and selection process, etc.
- **Retention:** Renumeration, benefits and total rewards, training and development, health and safety, employee support processes, etc.
- **Performance management processes:** Defining roles, responsibilities, and objectives including KPIs, regular and recorded feedback sessions, 360-degree performance reviews, and personal development plans including learning and development, etc.

- **Promotions:** Requirements for promotions, talent/high potentials identification, internal applications management, and support provided during the transition, etc.
- **Talent identification/identification of high potentials:** How talent/high potentials are approached internally, how the talent pool is organized and managed, and how those individuals are involved in promotions, etc.
- **Succession planning:** Key roles, skill retention strategies, succession timetable, handover timeframe, and contingency or risk management.
- **Training and development:** Identification and documentation of specific employee training needs, skills gap analysis, documentation of financial resources available and utilized for employee training and development, investigation and approval of specific training programs, identification and documentation of work-related improvements achieved from training.
- **Resignations:** Reasons for resignation.
- **Remuneration:** Statement of commitment to pay equity.
- **Overall business:** An organizational culture that values diversity and embraces gender equality, an explicit statement on where accountability for gender equality lies, and a process for correcting inequalities.

To learn more, click here.

MANAGER GUIDE TO GENDER DIVERSITY: PLAN AND IMPLEMENT SUCCESSFUL GENDER DIVERSITY PROJECTS (GERMAN COOPERATION)[10]

This guide provides an overview of how companies can better tap into the female talent pool. It aims to inspire senior corporate leaders introducing or expanding Gender Diversity Management within their companies. The guide is divided into four chapters:

1. **Gender Diversity—Concepts and Business Case** serves to create a joint understanding about Gender Diversity Management and its business rationale.
2. **Gender Diversity Management—Processes and Actions** provides an overview and selected examples of corporate activities to create a gender-inclusive work environment. For example, removing criteria that penalize employees for being absent due to family obligations; involve managers by demanding their approval of a gender diversity action plan; revising the recruitment process through incorporating a four-eye principle (two decision makers) and training those decision makers; ensuring safe transport for commuters through corporate buses, carpooling, or reimbursement for taxis during late night hours.
3. **Gender Diversity Projects—Analysis, Project Design and Implementation** outlines step-by-step how to introduce Gender Diversity Management at a

company. It also provides insights on how to analyze the status quo of gender diversity and how to design a gender diversity project tailored to a company's needs. For instance, an analysis of corporate gender diversity metrics, of existing gender diversity practices, and of gender diversity achievements.
4. **Gender Diversity in Practice—Successful Cases** illustrates with the help of best practice examples what Gender Diversity Management looks like in reality.

To learn more, click here.

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9   Australian Workplace Gender Equality Agency, "Developing a Workplace Gender Equality Policy," 2014.
10   German Cooperation, "Manager Guide to Gender Diversity," 2016.

B. INCLUSION RESOURCES

1. ORGANIZATIONAL CULTURE RESOURCES

OUTCOMES OVER OPTICS: BUILDING INCLUSIVE ORGANIZATIONS (DELOITTE)[11]

The goal of this resource is to start a conversation about moving from optics to outcomes by sharing best practices from a variety of Canadian businesses to move inclusivity forward. Deloitte has identified five concrete actions to create momentum on inclusion among Canadian businesses and within Canada more generally. These actions include:

1. **Set expectations for specific, inclusive leadership behaviours:** Ensure that all leaders are accountable for their behaviour and actions, take responsibility for setting the tone of inclusivity, and walk the talk of inclusive behaviour within and beyond the workplace.
2. **Protect against a diversity backlash**: Respond to resistance by embracing positive conflict and take action to increase the number of diverse employees by ensuring that all hiring and promotion decisions are made by a diverse group of people.

3. **Empower the "inclusion generation" to prepare for the future of work:** Allow millennial and Gen Z employees to have a voice in what they envision flexibility to look like in their workplace and engage all employees in a process to rethink what diversity and inclusion means in the company.
4. **Don't leave future inclusion issues for future generations to solve**: Assess current processes and systems that unknowingly perpetuate bias in the workplace. For example, Deloitte replaced traditional annual performance reviews and ratings with Reinvented Performance Management (RPM). RPM enables employees to have bi-weekly or monthly development conversations with their team leader, coach or sponsor, and also allows everyone to provide and seek feedback to align with Deloitte's strengths-based culture.
5. **Own inclusion inside and outside the office**: Encourage inclusive leaders to take a more public role by partnering with organizations that support diversity and inclusion communities.

To learn more, click here.

DIVERSITY AND INCLUSION COUNCILS – TOOLKIT FOR DIVERSITY AND INCLUSION PRACTITIONERS (CANADIAN CENTRE FOR DIVERSITY AND INCLUSION)[12]

This toolkit provides insight about how to establish a properly structured diversity and inclusion council in an organization. Diversity and inclusion councils help to develop or validate a diversity strategy to encourage best practices, goals, and objectives, while also monitoring progress against goals and objectives. This resource provides a detailed breakdown of different types of internal and external councils, such as executive diversity councils, organizational unit/departmental councils, and supplier diversity councils, etc.

CCDI also provides a checklist for establishing a diversity and inclusion council, which includes several items: leadership commitment, diversity and inclusion objectives, procedures and criteria for creating a council, incentives, marketing the council, etc.

To learn more, click here.

6 STEPS FOR BUILDING AN INCLUSIVE WORKPLACE (SOCIETY FOR HUMAN RESOURCES MANAGEMENT)[13]

This resource is aimed at HR professionals and discusses how successful diversity and inclusion requires a workplace culture where everyone is valued and heard. The SHRM has compiled six practical strategies for creating an inclusive culture:

1. **Educate your leaders**: Keep them accountable (e.g. feedback from own managers, performance evaluation).
2. **Form an inclusion council:** Carefully select a diverse and committed council comprising a dedicated group of eight to 12 influential leaders who are one or two levels below the CEO.
3. **Celebrate employee differences:** Invite employees to share their backgrounds and traditions in the workplace (e.g. remote locations, different hours).
4. **Listen to employees**: Conduct a comprehensive assessment of your organization's demographics and people processes to develop specific strategies to promote inclusiveness.

11   Deloitte, "Outcomes Over Optics: Building Inclusive Organizations," 2017.
12   Canadian Centre for Diversity and Inclusion, "Diversity and Inclusion Councils," 2017.
13   Kathy Gurchiek, "6 Steps for Building an Inclusive Workplace," *Society for Human Resource Management,* 2018.

5. **Hold more effective meetings**: Distribute materials ahead of time, have virtual capabilities to participate, rotate meeting times, be conscious of your communication style, etc.

6. **Communicate goals and measure progress:** Benchmark culture, conduct a full audit of your people processes, identify any shortcomings and measurable discrepancies around inclusivity, instill rigour and data into inclusion strategies, and establish a clear business case for inclusion in the workplace.

The resource also includes an inclusivity checklist for HR professionals:

- Train managers and hold them accountable to show that inclusivity is a core competency.
- Form an inclusion council.
- Identify underrepresented groups' needs and give them necessary support and resources.
- Benchmark key aspects of your organization's culture.

To see more, click here.

GETTING TO EQUAL 2020: THE HIDDEN VALUE OF CULTURE MAKERS (ACCENTURE)[14]

In this report, Accenture describes the importance of understanding how employees perceive the level of inclusivity within their organizations. The report states that there is a significant gap between what leaders think about workplace culture and what employees say is happening. Accenture suggests that leaders can become "culture makers" by building a more inclusive culture, recognizing the importance of culture and identifying change, and rewarding their people for working towards a more inclusive workplace culture. This report also includes a number of case studies that illustrate positive examples of how "culture makers" are making gender equality as important as financial growth, talent, and productivity.

Accenture identifies 40 factors that can help to influence advancement in workplace culture, organized into three pillars:

- **Bold Leadership:** Creating a culture of equality must be at the top of the business agenda which includes prioritizing culture, establishing a roadmap, and holding leaders accountable. Some of the factors in this pillar include:

  - Gender diversity is a priority for management

  - A diversity target or goal is shared outside the organization
  - The organization clearly states gender pay gap goals and ambitions

- **Comprehensive Action:** Policies and practices that support all employees through methods that should be varied, ongoing, and sensitive to all frequencies. Some of the factors in this pillar include:

  - Progress has been made in attracting, retaining, and progressing women
  - The company has a women's network that is open to men
  - Men are encouraged to take parental leave

- **Empowering Environment:** Encourages trust, respect, creativity, flexibility, and freedom. Leaders can drive collaboration by connecting with others culture makers and co-creating solutions. Some of the factors in this pillar include:

  - Employees have never been asked to change their appearance to conform to company culture
  - Employees can work from home on a day when they have a personal commitment
  - Employees are comfortable reporting sex discrimination/sexual harassment incident(s)

To learn more, click here.

WOMEN AND THE FUTURE OF WORK (CATALYST)[15]

Catalyst's research demonstrates that leaders who attempt to implement a more integrated view of diversity, equity, and inclusion are able to establish the foundation for a more innovative and collaborative workforce. To create a "more human workplace," leaders should:

- Develop, recognize, track, and reward inclusive teamwork skills such as listening, curiosity, humility, creativity, and courage.
- Update leadership expectations and training so leaders from the top down are modelling these behaviours.
- Hold teams accountable for collaborating and innovating across departments, cultures, technologies, and regions.
- Build an empathetic workplace where employees can speak their truth – which may result in a culture that is less likely to tolerate gender inequality and sexual harassment.

To read more, click here.

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14   Ellyn Shook and Julie Sweet, "Getting to Equal 2020: The Hidden Value of Culture Makers," *Accenture,* 2020.
15   Lauren Pasquarella Daley, "Women and the Future of Work," *Catalyst,* 2019.

HOW MANAGERS CAN MAKE CASUAL NETWORKING EVENTS MORE INCLUSIVE (HARVARD BUSINESS REVIEW)[16]

This article outlines recommendations to address the lack of inclusion in casual networking events in the workplace or outside business hours. Organizing inclusive events that welcome employees from all backgrounds can create long-term change for diversity and inclusion.

1. **Learn more about your employees' preferences**, particularly those from underrepresented backgrounds. To ensure all women feel included, managers must first understand the practices that exclude them, as well as the barriers that stop them from attending work events (e.g. food, drink, and activities). Likewise, it is important to ask these questions privately to prevent the employee from feeling targeted using one-on-one meetings or anonymous surveys.
2. **Engage a diverse planning committee.** Formal company events should have a diverse planning committee that understands how to serve a diverse group of people.
3. **Plan more events that don't centre on alcohol.** Networking events often revolve around alcohol, which can exclude people that don't drink.

4. **Organize more daytime events.** Day or lunchtime events could ensure all employees can participate.
5. **Be intentional when structuring events outside of business hours.** Actively engage employees from all backgrounds by organizing events that promote interactions without triggering social anxiety and are considerate of diverse personalities, languages, cultures, ethnicities, and physical abilities.
6. **Be intentional when making connections.** Managers should use their influence to foster connections between people that can have a positive impact on employees.
7. **Audit the frequency of events and attendees.** Find out how often the team meets informally, as well as formally, and the demographic of attendees each time. This information can guide action.
8. **Constantly look for blind spots and ask for feedback after the event.** Request feedback to identify areas of improvement. Likewise, be open and accepting when receiving feedback as this can build trust and promote an inclusive environment.

To learn more, click here.

ACTIONS MEN CAN TAKE TO CREATE AN INCLUSIVE WORKPLACE (CATALYST)[17]

Catalyst listed actions men can take to develop capacities as agents of change and as influential role models to male peers. These behaviours can be critical to achieve an inclusive workplace:

1. **Be open** with other men about your commitment to a gender-inclusive workplace.
2. **Talk to** other men about the costs of gender inequity – for both men and women – in the workplace.
3. **Use work-life flexibility benefits** if you have them and don't be shy about it.
4. **Communicate your support** for male colleagues that use work-life flexibility benefits.
5. **Take responsibility** for your own learning and don't rely on women colleagues.
6. **Mentor and/or sponsor** an emerging woman leader and encourage male peers to do the same.
7. **Speak up** if you notice gender-based assumptions being made about your colleagues.
8. **Be attentive** to whether men and women colleagues are being judged by different standards.
9. **Share your stories** of working for inclusion with other men – the good and the bad.

10. **Get involved** in your organization's gender-focused Employee Resource Groups (ERGs).

To learn more, click here.

THE DESIGN OF EVERYDAY MEN – A NEW LENS FOR GENDER EQUALITY PROGRESS (DELOITTE)[18]

This research study looks at the perspective of men in order to advance gender equality in leadership. The study provides insight on the different experiences that men – and all genders – experience in today's corporate culture. Results suggest three calls to action for business leaders to change the game on advancing gender equality – with men as active participants.

1. **Recognize that the expectations we set for success are causing gender inequality** and causing certain genders or identities to be excluded from leadership. For instance, reflect both on formally established expectations in performance evaluations, and the informally reinforced expectations that are rewarded through day-to-day interactions and behaviours.
2. "Always on, always available" corporate culture is a key barrier holding back gender equality. Men may more readily adhere to this expectation and sacrifice their outside-of-work commitments. As a result, those that become senior leaders are largely men – since women take

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16 Ruchika Tulshyan, "How Managers Can Make Casual Networking Events More Inclusive," *Harvard Business Review,* 2018.

17 Catalyst, "Actions Men Can Take to Create an Inclusive Workplace," 2019.

18 Eric Arthrell, Carolyn Lawrence, Jodi Baker Calamai, and Alex Morris, "The Design of Everyday Men: A New Lens for Gender Equality Progress," *Deloitte,* 2019.

up the slack on these outside- of-work responsibilities, thereby disadvantaging themselves.

3. **Self-reflect on your own behaviours and how you are establishing expectations** for what success looks like through day-to-day actions. Here are some questions that can help this reflection:
   - How are you, as a leader, role modelling the behaviour you want to see from others?
   - How are you showing individuals that their peer group supports and embraces their actions, specifically in the everyday interactions between individuals?
   - How are you considering the individual's interests, needs, and desires beyond their development as an employee?
   - How are you helping individuals embrace and accept their own imperfection as they develop both as employees and as people?

4. **Take action on breaking down the barriers** to change in order to build a more gender-equal workplace. The resource provides five actions for business leaders and five actions for organizations. Some examples are:
   - For business leaders: start all meetings with a thoughtful personal story, check in on people who seem like they need it the least, take vacation and parental leave.
   - For organizations: build development programs around life goals – not just professional ones, define desired behaviours for success through a diversity lens.

To read more, click here.

THE BARBERSHOP TOOLBOX – MOBILIZING MEN AND BOYS FOR GENDER EQUALITY (HEFORSHE)[19]

The Barbershop Toolbox was created by HeForShe to mobilize men for gender equality in the workplace. The Toolbox provides resources for a "Facilitator" – a male ambassador for the HeForShe program – to start the gender equality discussion among male coworkers. The recommendations listed below can be applied to any Gender Equality Ambassador role.

A Facilitator (or Gender Equality Ambassador) should:

- **Create a safe and comfortable space** to discuss sensitive topics and personal opinions.
- **Establish ground rules** with participants to ensure respectful discussion.
- **Promote reflection, participatory learning and present information neutrality**.
- Be **conscious of the language** you use and your **behaviour**.
- Encourage participants to **be honest and open**.
- **Spot future leaders** and ambassadors.

To learn more, click here.

IS YOUR ORGANIZATIONAL CULTURE HOLDING WOMEN BACK IN THE WORKPLACE? (FORBES)[20]

This article discusses how in some cases, diversity and inclusion programs and quotas fail to lead to organizational change because the company culture has not changed. To begin to bring about meaningful change, the article recommends asking the following questions:

- Are all leaders vocal supporters of gender balance in business?
- What are the underlying beliefs about gender in your organization?
- Do you encourage people to talk about gender at work?
- How do you define and reward good leadership?
- Are you reinforcing the idea that it's just women who need "fixing"?

To read more, click here.

FIVE WAYS TO ENHANCE BOARD OVERSIGHT OF CULTURE (ERNST AND YOUNG GLOBAL LIMITED)[21]

This resource was developed for board members in recognition that culture is a growing priority in the boardroom. The board is responsible for holding management accountable for the correlation between culture and business strategy, and it includes five ways to help boards govern culture in their organizations:

1. **Oversee how culture is defined and aligned to strategy:** Include the cultural attributes needed to achieve the company's overall strategic objectives.
2. **Create accountability for how culture is communicated and lived – internally and to key external stakeholder:** Organizations should clearly identify the right behaviours, manage performance against those behaviours, and reinforce the board and executive team with incentive structures.
3. **Monitor how culture and talent metrics are measured to keep a pulse on how culture is evolving:** Use analytics of cultural trends, benchmarking to other entities or standards to measure performance and accountability, inclusion and wellbeing, etc.
4. **Oversee intentional culture shifts to stay in step with strategy shifts:** Understand the social network of the company and identify the "influencers"

19   HeForShe, "The Barbershop Toolbox," 2017.
20   Joy Burnford, "Is Organizational Culture Holding Women Back in the Workplace?" *Forbes,* 2019.
21   Stephen Klemash and Joe Dettmann, "Five Ways to Enhance Board Oversight of Culture," *EY*, 2019.

within the organization, and use both top-down approaches (e.g. performance and rewards systems) and bottom-up approaches (e.g. decisions and behavioural changes in local teams that create new norms).

5. **Challenge the board's culture:** The board sets the tone at the top regarding corporate culture – not just in the way that the board prioritizes and oversees the company's culture but also in the composition, dynamics, and culture of the board itself.

This resource also includes questions for the board to consider, including:

- Does the board set the right tone at the top and give sufficient attention to culture as a key enabler of purpose and strategy?
- Does the board itself embody and reflect the company's values?
- How comprehensively and specifically has the board discussed the importance of culture and helped define the desired culture?

To see more, click here.

2. CAPACITY BUILDING AND AWARENESS RAISING RESOURCES

GENDER EQUALITY CAPACITY ASSESSMENT TOOL (UN WOMEN)[22]

This UN Women's assessment tool enables a business to assess employees' understanding, knowledge, and skills regarding gender equality, women's empowerment, and the organization's gender architecture. This tool includes a general and customizable questionnaire that asks the respondent questions about their educational background, previous experiences in training for gender equality, their knowledge on gender equality and women's empowerment, as well as their learning styles and needs. Although this tool is targeted for UN agencies, it remains a valuable resource for the private sector to utilize in evaluating a business's baseline understanding of gender equality.

Guidelines to implement the Gender Equality Capacity Assessment Tool:

1. **Make sure everybody knows about the capacity assessment:** Introduce objectives, methodology, and purpose of the assessment.
2. **Ensure institutional endorsement:** Incorporate the assessment within organizational policy.
3. **Adapt and prepare the questionnaire to be completed:** Adapt the questionnaire to meet the needs of your organization.
4. **Send the questionnaire to staff:** Send the questionnaire with deadlines for completion.
5. **Follow up to completion:** Send reminders and monitor response rates.
6. **Consolidating the results:** Organize the results in a database.
7. **Analyze the results:** Complement data with basic demographic data.
8. **Prepare the report:** Develop a short and clear report that outlines ways forward and actions for a capacity development or training strategy.
9. **Disseminate the report:** Share results of the assessment with all respondents.

To learn more, click here.

UN WOMEN TRAINING CENTRE (UN WOMEN)[23]

UN Women provides training courses, gender equality training resources, and assistance for developing courses and training programs.

- Technical assistance: content development, design, implementation, documentation, and evaluation to develop gender equality and women's empowerment training

- Quality Standards in Training for Gender Equality
- Pool of facilitators and training experts as well as database of training institutions
- Learning facilities for face-to-face training and custom-made training upon request
- Needs assessment on learning and training
- eLearning Campus: global and innovative online platform for training for gender equality. It is open to everybody interested in using training or learning as a means to advance gender equality, women's empowerment and women's rights. Examples of the relevant free courses available online include:

  - I Know Gender 4: Women´s Economic Empowerment
  - I Know Gender 5: Women´s Leadership and Decision Making
  - I Know Gender 6: Violence against Women and Girls
  - I Know Gender 7: Gender Equality in the World of Work

To learn more, click here.

CATALYSTX ONLINE COURSES (CATALYST)[24]

Catalyst provides online training through its EdX, non-profit learning platform. CatalystX's employee training courses can be audited for free or employees can earn a Verified Certificate for a fee. The following courses are currently available:

- Unconscious Bias: From Awareness to Action
- Communication Skills for Bridging Divides
- Inclusive Leadership Training: Becoming a Successful Leader
- Inclusive Leadership Training: Get Beyond Work-Life Balance
- Inclusive Leadership Training: Leading with Effective Communication

To learn more, click here.

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22 UN Women, "Gender Equality Capacity Assessment Tool," n.d.
23 UN Women, "UN Women Training Centre," n.d.
24 Catalyst, "CatalystX Online Courses," n.d.

CATALYST'S FLIP THE SCRIPT (CATALYST)[25]

This resource contains several infographics for using the correct language and wording in different areas. Words reflect workplace culture and can reinforce negative gender stereotypes. Stop using the phrases that harm women's advancement opportunities and focus on performance and outcomes instead.

To learn more, click here.

EQUALITY MEANS BUSINESS: TRAINERS' MANUAL FOR GENDER EQUALITY IN THE PRIVATE SECTOR (UN WOMEN GEORGIA)[26]

This training manual provides organizations with an understanding of how to conduct training on issues of gender equality and corporate sustainability aligned with the UN Women and UN Global Compact's Women's Empowerment Principles (WEPS).

There are six modules included in the training module:
- **Module 1:** Introduction to corporate sustainability, gender equality, and the WEPS
- **Module 2:** Equality opportunity, inclusion, and non-discrimination (Principle 2)
- **Module 3:** Health, safety, and freedom from violence (Principle 3)

- **Module 4:** Gender equality and education (Principle 4)
- **Module 5:** Community engagement, supply chain, and marketing practices (Principles 5 and 6)
- **Module 6:** Leadership commitment and transparency in reporting (Principles 1 and 7)

To learn more, click here.

GENDER INCLUSION & DIVERSITY TOOLKIT – WIM (CANADIAN MANUFACTURERS & EXPORTERS)[27]

This toolkit was written specifically for manufacturers in Canada and provides a set of practical tools to build awareness and engagement regarding gender inclusion and diversity.

The toolkit consists of the following seven tools:

1. **Tool #1: Starting the Conversation on Gender Inclusion and Diversity:** This tool is meant to be used for leaders to facilitate a conversation with their team about diversity and inclusion. It includes a presentation with additional speaker notes and activities for break-out sessions.
2. **Tool #2: Inclusion & Diversity Roadmap:** This tool consists of four roadmaps geared towards Employees,

Human Resources Teams, Team Leaders, or Executive Teams. The roadmap outlines a visual representation of an inclusion and diversity learning path to map out steps towards goals.
3. **Tool #3: Respect in the Workplace Self-Assessment:** This tool is a certification course offered by the Respect Group. It teaches respect in the workplace, the actions individuals can take to make a more inclusive workplace, and how to respond to inappropriate workplace behaviour.
4. **Tool #4: 10-Step Inclusivity Plan:** This tool involves a 10-step plan that employees can follow to improve their understanding of the actions needed to create an inclusive workplace, and to encourage others to do so as well.
5. **Tool #5: Leader Guidebook for Men:** This guide demonstrates how male champions can lead in gender inclusive behaviours, encourage others to do the same, and support female employees through sponsorship, among other best practices.
6. **Tool #6: Talent Management Guide:** This guide outlines a variety of processes and practices that can be implemented by organizations to make their talent management more gender inclusive. It provides guidance for leaders and HR teams to attract and retain female talent in their organizations.

7. **Tool #7: Gender Inclusion & Diversity Toolkit Roll-Out Plan:** This plan describes how to implement the above six tools into your organization, including the objectives for each tool, the target audience for various communications, and draft email templates.

To learn more, click here.

GENDER MAINSTREAMING – GENDER AWARENESS RAISING (EUROPEAN INSTITUTE FOR GENDER EQUALITY)[28]

Gender awareness aims at increasing general sensitivity, understanding, and knowledge about gender (in) equality. Awareness raising helps to facilitate the exchange of ideas, improve mutual understanding, and develop the competencies and skills necessary for societal change. This process goes hand in hand with gender equality training in order to transmit the necessary information and knowledge to take action.

For gender awareness raising to be effective, the following aspects have to be considered:

- **Target group:** Consider the socio-demographic characteristics, level of education, industry, and any other relevant characteristics.
- **Content of the message:** Design the message and the content of the activities

25 Catalyst, "Flip the Script," 2017.
26 UN Women Georgia, "Equality Means Business: Trainers' Manual for Gender Equality in the Private Sector," 2016.
27 Canadian Manufacturers & Exporters, "Gender Inclusion & Diversity Toolkit – WIM," 2019.
28 European Institute for Gender Equality, "Gender Awareness Training," 2019.

according to the specific reality of the organization and its gender equality objectives.

- **Gender awareness-raising measures:** Select the activities depending on the context and goals of the company's gender equality strategy. A combination of the following activities can reinforce the message:

  - Communication initiatives to spread the message widely
  - Public events to address a specific target group
  - Social media and social networks to promote interaction
  - Static exhibitions and displays of relevant topics
  - Printed materials (e.g. brochures, pamphlets, posters, audio-visual resources)

- **Gender-sensitive language:** Language plays an important role in how women's and men's positions in society are perceived and interpreted. Using gender-sensitive language can reduce sexist and biased thoughts, attitudes, and behaviours through:

  - Avoiding exclusionary terms and nouns that appear to refer only to men (e.g. mankind, businessman)
  - Avoiding gender-specific pronouns that refer to people who may be either female or male (use "he/she", "him/her", or "they/them")

- Avoiding stereotypes, gendered adjectives, patronizing, sexist terms and expressions (e.g. referring to women as "bossy"), and references to women's marital status and titles

To learn more, click here.

GENDER EQUALITY TRAINING: GENDER MAINSTREAMING TOOLKIT (EUROPEAN INSTITUTE FOR GENDER EQUALITY)[29]

This toolkit provides participants with relevant knowledge, skills, and values that allow them to contribute to the effective implementation of gender equality strategies. According to this resource, gender equality training is part of gender equality competence training that includes face-to-face training events and courses, staff induction programs, online modules, guidance materials and resources, and networks for knowledge-sharing.

This resource presents a step-by-step guide to design effective gender equality training programs:

Planning phase: Preparing the ground for an effective gender equality competence development initiative (including gender equality training):

1. **Assess the need** for gender equality training in the organization.

2. **Integrate** gender equality training into a broader gender equality strategy.
3. Ensure that **sufficient resources** are allocated to implement the training and plan a follow-up strategy.
4. Draft **terms of reference** needed for developing an effective gender equality training.
5. **Select a trainer** with competencies, skills, and knowledge relevant to the organization's needs.

Implementation phase: Setting up a gender equality competence development activity that responds to the organization's needs and roles:

1. Engage in the **gender-learning needs assessment** by assessing participants' background and current area of work, participants' knowledge of gender issues and concepts, participants' expectations and motivation for attending training, etc.
2. **Actively participate in the design** of the gender equality training keeping in mind the organization's mandate. The guide provides a list of essential items to include.
3. **Encourage people** of all levels to participate in the training.
4. Plan and implement a **monitoring framework** (quantitative and qualitative data).

Evaluation and follow-up phase: Securing long-term outcomes:

1. Set up an **evaluation framework** to measure the outcomes of the training.
2. **Assess the long-term impacts** of training at the individual and organizational levels.
3. Give space and support to participants to **implement new knowledge** in their work.

To learn more, click here.

MARC LEADERS PROGRAM: ENGAGING MEN AS CHAMPIONS (CATALYST)[30]

MARC Leaders is an immersive program focused on engaging men as change agents who lead efforts to bring greater diversity to the workplace.

MARC Leaders Workshops enable emerging and senior male leaders to develop critical inclusive-leadership strategies; sharpen awareness of inequalities, unconscious biases, and privilege; and hone skills to make a lasting impact.

The MARC Leaders Executive Dialogue is a unique program for senior leaders and executives that raises awareness and generates interest in supporting and promoting workplace equity. The MARC Leaders Executive Dialogue introduces concepts critical to sustained collaboration between men and women leaders who champion inclusion.

29   European Institute for Gender Equality, "Institutional Transformation: Gender Mainstreaming Toolkit," 2016.
30   Catalyst, "MARC Leaders Program: Engaging Men as Champions," 2019.

MARC Teams offer a group-learning strategy for creating inclusive workplaces together.

To learn more about these programs, click here.

MEN AS ALLIES: ENGAGING MEN TO ADVANCE WOMEN IN THE WORKPLACE (CENTER FOR WOMEN AND BUSINESS AT BENTLEY UNIVERSITY)[31]

This report provides an overview on the topic of men as allies in the advancement of gender equality in the workplace. It was created based on a literature review, synthesis of current research, and analysis of media coverage, and aims to provide a brief, accessible breakdown of men's role as allies and how to engage men to further the cause of gender equality.

To help increase men's awareness of gender bias:

- **Go personal and professional:** Impact men's thinking through experience sharing.
- **Define self-interest:** Find relevancy of training initiatives to their jobs
- **Recognize barriers:** Address discouraging factors such as apathy, fear, lack of time, etc.

To provide good training:
- **Ensure a sense of inclusion:** Any form of effective male allies training

will ensure that men feel included in the discussion. If men feel part of the diversity workforce, they will be more engaged.
- **Identify male privilege:** Help men better understand the potentially confining aspects of masculine norms.
- **Appeal to a sense of fair play:** Heightening men's sense of fair play and engaging them in solution-building can be powerful strategies.
- **Tell stories:** Personal stories can increase empathy and might increase awareness in a male colleague who has trouble understanding the struggles women or minorities face at work.
- **Use social proof:** If a man feels like everyone else at work is supporting women, then he is more likely to support women as well. Influential managers can play a critical role here.
- **Make the business case:** As multiple resources confirm, the most persuasive arguments for men to support diversity are business case arguments.

To learn step-by-step how to launch a men as allies initiative, click here.

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31   Center for Women and Business at Bentley University, "Men as Allies: Engaging Men to Advance Women in the Workplace," 2017.

3. INTERSECTIONALITY RESOURCES

GENDER-BASED ANALYSIS PLUS (GBA+) (STATUS OF WOMEN CANADA)[32]

The "plus" in GBA+ acknowledges that GBA goes beyond biological (sex) and socio-cultural (gender) differences. GBA+ also considers many other identity factors, like race, ethnicity, religion, age, and mental or physical disability. These factors are not an exhaustive list and only represent those listed explicitly in the Charter of Rights and Freedoms. The steps required to complete this intersectionality analysis are:

1. **Identify the key issue**
2. **Challenge assumptions**
3. **Gather the facts** – research and consult
4. If information is not available, don't abandon your analysis. Identify gaps in data and make data collection part of your initiative's objectives and evaluation measures.
5. **Develop options and make recommendations**
6. Using the data you have gathered, indicate how the options you propose respond to the specific issues you identified. Present your GBA+ findings to decision makers.
7. **Monitor and evaluate**
   Highlight data gaps and address unintended outcomes for diverse groups.

Incorporate them into strategy renewals or management responses.

8. **Document**
9. As GBA+ is an evidence-based process, it is critical to document your research and findings, including any consultations (formal or informal). List all individuals and organizations consulted, including notes from interviews.
10. **Communicate**
    Identify your target audiences, and tailor your messaging appropriately. Remember to share or discuss your GBA+ results within your organization. This will demonstrate due diligence, foster buy-in with stakeholders, and identify areas for further action.

To learn more about GBA+, click here, watch a step-by-step video guide here, or take a free online introductory course here.

AN INTERSECTIONAL APPROACH TO DISCRIMINATION: ADDRESSING MULTIPLE GROUNDS IN HUMAN RIGHTS CLAIMS (ONTARIO HUMAN RIGHTS COMMISSION)[33]

This resource includes a Canadian-based framework for a contextualized intersectional approach to analyzing discrimination in multiple grounds complaints. The Ontario Human Rights Commissions provides a description of the intersectional approach, as well as other approaches to multiple grounds, such as human rights and charter cases. In addition, this resource outlines how the Commission is starting to integrate intersectionality within its processes, courts, and tribunals. For example, the value of "intersectional analysis" is discussed, as it can be used as a lens to examine the social context of individuals in certain cases.

To learn more, click here.

PROVINCIAL & TERRITORIAL HUMAN RIGHTS AGENCIES (CANADIAN HUMAN RIGHTS COMMISSION)[34]

This resource provides a comprehensive list of provincial and territorial human rights agencies (including commissions and tribunals) across Canada.

To access this list click here.

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32 Status of Women Canada, "Gender-Based Analysis Plus," 2017.
33 Ontario Human Rights Commission, "An Intersectional Approach to Discrimination: Addressing Multiple Grounds in Human Rights Claims," 2001.
34 Canadian Human Rights Commission, "Provincial & Territorial Human Rights Agencies," n.d.

A GUIDE FOR BUSINESS: HOW TO DEVELOP A HUMAN RIGHTS POLICY (UN GLOBAL COMPACT)[35]

This resource provides a comprehensive outline on how to develop a human rights policy. A human rights policy will help an organization express its commitment to respect internationally recognized human rights standards. All companies have a responsibility to respect human rights, which means to avoid infringing on the human rights of others and to address these impacts where they occur. Thus, developing a human rights policy shows that a company understands its responsibility and provides a basis for embedding it through all business functions.

All policies should at minimum comprise an explicit commitment to respect all international recognized human rights standards (e.g. International Bill of Rights and ILO's Declaration on the Fundamental Principles and Rights at Work); stipulations on company's expectations of personnel, business partners, and other relevant parties; and information on how the company will implement its commitment.

These are the steps provided in this guide to develop a human rights policy:
- Assign senior management responsibility to drive the process
- Involve cross-functional personnel (human resources, legal, procurement, security, etc.) in the process to build understanding, know-how, and a sense of common purpose
- Identify and draw on internal and/or external human rights expertise
- Map existing company policies to identify human rights coverage and gaps
- Conduct a basic mapping of the company's key potential human rights impacts
- Consult internal and external stakeholders to identify and respond to their expectations
- Communicate the policy internally and externally
- Reflect human rights policy in operational policies and procedures

To learn more, click here.

DEVELOPING A WORKPLACE ACCOMMODATION POLICY (CANADIAN HUMAN RIGHTS COMMISSION)[36]

This resource, developed by the Canadian Human Rights Commission, includes a drafted template of a workplace accommodation policy to help employers seeking to develop a policy for their organization.

The template includes the following sections:
- **Policy Statement** – Organizational commitment to intersectional inclusion, respect, dignity, and equal opportunity
- **Application** – Who the policy applies to and what aspects of employment
- **Definitions** – Definitions of relevant language (e.g. accommodation, undue hardship)
- **Responsibilities and Expectations** – The responsibilities of the organization, supervisors, and employees or job applicants (e.g. the organization is responsible for providing individual accommodation to the point of undue hardship; supervisors are responsible for dealing with requests for accommodation in a timely, confidential, and sensitive manner; and employees are responsible for helping to identify potential accommodation options)
- **Procedures for Accommodation** – The step-by-step process for employees or job applicants of claiming an accommodation and the supervisor's process of meeting the duty to accommodate
- **Appeals** – What employees or job applicants can do if they are not satisfied with the offered accommodation
- **Privacy and Confidentiality** – Statement of confidentiality regarding requests for accommodation
- **Review** – Assignment of responsibility/accountability to review the accommodation procedures annually
- **Enquiries** – Contact information in case of questions or concerns

To learn more, click here.

INTERSECTIONALITY AND THE IMPLICATIONS FOR WORKPLACE GENDER EQUITY (THE ROTMAN INSTITUTE FOR GENDER AND THE ECONOMY)[37]

The Rotman Institute for Gender and the Economy produced a research brief that describes what intersectionality is, and why it is important to approach workplace policies from an intersectional perspective.

The research brief contains a section that provides methods of reducing or eliminating intersectional inequalities in the workplace. Suggestions include:
- **Be specific in language use:** Ensure the language your organization uses is inclusive to all intersectional identities, especially when hiring or recruiting outsiders.
- **Promote sponsorship over mentorship:** White male sponsors should consider sponsoring females and visible minorities.
- **Get buy-in from management:** Engage managers in solving problems of underrepresentation and increase managers' contact with women and visible minority workers.
- **Track data on employee demographics:** Track diversity data and alter practices to mitigate discriminatory behaviour.
- **Move beyond usual networks for recruitment and hiring:** Use job boards

35   UN Global Compact, "A Guide for Business: How to Develop a Human Rights Policy," 2015.
36   Canadian Human Rights Commission, "Developing a Workplace Accommodation Policy," n.d.
37   The Rotman Institute for Gender and the Economy, "Intersectionality and the Implications for Workplace Gender Equity," 2019.

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that specifically target underrepresented groups.

To read the research brief, click here.

INTERSECTIONALITY TOOLKIT (INTERNATIONAL LGBTQ YOUTH & STUDENT ORGANIZATION)[38]

This toolkit was designed to provide more information on intersectionality to organizations and activists, and to explore practices that improve inclusiveness. The toolkit was developed after the International LGBTQ Youth & Student Organization held a series of roundtable and conference discussions and found that intersectionality is not a passing fad; it needs be permanently embedded in organizations.

In order to adopt an intersectional approach, this toolkit recommends the following practical actions:

- **Conduct outreach and consultations** with individuals, key groups, and organizations that support intersectional issues
- **Review internal policies** while considering their inclusiveness
- **Encourage and support diverse representation** in leadership positions
- **Examine whose voices are heard and valued**, and whose are silenced and ignored

- **Review internal events** to ensure accessibility
- **Work with human rights organizations**
- **Form an advisory board** to oversee issues of identity and inclusion
- **Provide equal access to intersectional training** exercises for all level of the workforce

To read more, click here.

WOMEN OF COLOUR IN THE WORKPLACE TOOLKIT (EUROPEAN NETWORK AGAINST RACISM)[39]

This toolkit explores the barriers for women of colour in employment as well as the solutions towards an intersectional approach to diversity management. The toolkit was developed based on findings from a seminar held by Equal@work and the European Network Against Racism in order to challenge dominant diversity management practices and move beyond gender as a single category.

The toolkit describes the following principles that are integral when forming an intersectional approach to diversity management:

- **Diversity is not one-dimensional** – move beyond rigid categories like gender, ethnicity, sex.

- **An intersectional approach addresses structures, not identity** – ask "what barriers hinder minorities within this organization?" not "how can I employ more minorities?"
- **Foregrounding the experience of marginalized groups** – employers must place weight on the experience of marginalized groups and value their individual skills and contributions.
- **An intersectional approach concerns outcomes not opportunities** – focus on removing barriers and remedying disadvantages for certain groups or individuals.
- **Measure intersectionality** – data collection and self-assessment are necessary to track progress.

The toolkit also suggests the following steps aimed to help understand intersectional issues, transform an organization, and empower women of colour:

1. Conduct consultations with affected groups
2. Carry out an intersectional audit
3. Reflection on internal structures
4. Develop an intersectional diversity strategy
5. Take steps to eradicate structural inequalities and disparities
6. Transforming workplace culture
7. Reassess diversity policies from an intersectional perspective

8. Make resources available to those dealing with oppression at work
9. Support employees to access empowerment programs
10. Encourage and support networks and affinity groups

To read more, click here.

THE INTERCULTURAL DEVELOPMENT INVENTORY (INTERCULTURAL DEVELOPMENT INVENTORY)[40]

The Intercultural Development Inventory (IDI) is an assessment that organizations can use to measure the intercultural competence within their workplaces. Intercultural competence refers to the capability to shift cultural perspective and appropriately adapt behaviour to partake in meaningful and intercultural interactions. After the assessment is completed, IDI generates a profile of the organization's intercultural competence. Moreover, IDI develops an Intercultural Development Plan to assist in the transition from a monocultural mindset, which includes stages of denial and polarization, to an intercultural mindset, which includes stages of acceptance and adaptation. Organizations that use the IDI include Microsoft, Target, the Canadian Federal Government, and the Boeing Company.

To learn more, click here.

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38 International LGBTQ Youth & Student Organization, "Intersectionality Toolkit," 2014.
39 European Network Against Racism, "Women of Colour in the Workplace Toolkit," 2018.
40 Intercultural Development Inventory, "The Intercultural Development Inventory," 2019.

SUPPORT FOR TRANS EMPLOYEES: A GUIDE FOR EMPLOYEES AND MANAGERS (PUBLIC SERVICES AND PROCUREMENT CANADA)[41]

This resource provides guidance for employees and managers on how to provide a safe, respectful, and inclusive work environment for transgender and gender variant employees. These guidelines describe the roles and responsibilities of everyone included in the entire transition process, including deputy heads, managers, employees, unions, and human resources.

The guidelines list several considerations that should be deliberated in the process, which include privacy, dress codes, work assignments and duties, informing management and colleagues, and medical assistance. This resource also provides a comprehensive list of terms and definitions, a gender transition template for employees, as well as a sample letter to colleagues from a manger to the employees, and federal legislation related to transgender issues, and other resources.

To learn more, click here.

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41   Public Services and Procurement Canada, "Support for Trans Employees: A Guide for Employees and Managers," 2019.

4. INTERNAL COMMUNICATION RESOURCES

GENDER EQUALITY STRATEGY GUIDE: EMBED AND COMMUNICATE THE STRATEGY (WORKPLACE GENDER EQUALITY AGENCY (AUSTRALIA))[42]

This guide provides organizations with guidance and recommendations about how to communicate a gender equality strategy to stakeholders. This resource recommends that several considerations are incorporated within the strategy's communication plan, which include:

- **Social media:** Types of channels, selection of audience, etc.
- **Networks:** Whether there are any internal networks that should be contacted.
- **Language:** Type of language to best communicate the message.
- **Content:** Whether there is a certain event, milestone, or strategic goal that should be emphasized.
- **Further communication:** Strategy to handle further engagement from stakeholders.
- **Incentives:** Types of rewards or remuneration and recognition programs, or other benefits offered.

To learn more, click here.

GENDER MAINSTREAMING – INSTITUTIONAL TRANSFORMATION (EUROPEAN INSTITUTE FOR GENDER EQUALITY)[43]

This toolkit provides a 13-step guide to institutional transformation on gender, which the European Institute for Gender Equality defines as a profound change in basic values and beliefs within an institution that, as a consequence, extends to the outside environment as well.

Step seven of the toolkit focuses on communication. The guide points out that internal and external communication are both essential to embedding gender equality within an organization's culture, establishing a corporate reputation based around equality, and creating company-wide accountability.

Key aspects of internal communication include:

- **Transparency** of reasons, aims, and planned activities.
- **A defined concept** of gender equality and a stringent strategy.
- Rely on channels of communication customarily used, but also **make gender equality a regular agenda item of team**

meetings and employ new methods to generate extra attention.

Key aspects of external communication include:

- **Review and adjust all public relations activities** to ensure gender-sensitive language and images.
- **Train staff** responsible for public relations, marketing, advertising, and communications on all matters of diversity and inclusion.

To learn more, click here.

DIVERSITY PRIMER – COMMUNICATIONS AND MARKETING (DIVERSITY BEST PRACTICES)[44]

This guide outlines why communication is integral when developing, implementing, and overseeing a diversity and inclusion program. To prevent these shortcomings, the guide provides recommendations on how to go about creating an effective communication plan.

A communications plan should consider the following:

- **Define need/opportunity:** What are the aims of the communication plan?

- **Intended audiences:** Who will read or view this message?
- **Goals and objectives:** Recommended to define three to five objectives.
- **Define how to implement the plan:** Include vehicles of communication, spokespersons, and timeline.
- **Challenges:** Anticipate and devise potential solutions.
- **Budget:** Anticipate and calculate costs as accurately as possible.
- **Measurement and evaluation:** Numerical goals and impact assessment.

Communications plans should be devised and executed with the **cooperation of multiple departments** or persons. This guide recommends engaging the support of the following functions, including:

- **Internal Communications:** Develop, design, and write internal materials.
- **External Communications:** Create and edit press releases and manage media requests.
- **Marketing/ Consumer Products:** Help develop ideas for articles, partnerships for collaboration, and advice on best practices for advertisements.
- **Legal:** Review written materials on complicated topics to avoid risk and controversy.

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42 Australian Workplace Gender Equality Agency, "Gender Equality Strategy Guide: Embed and Communicate the Strategy," n.d.

43 European Institute for Gender Equality, "Institutional Transformation: Gender Mainstreaming Toolkit," 2016.

44 Nereida Perez, "Diversity Primer, Chapter 12: Communications and Marketing," *Diversity Best Practices*, 2009.

- **Human Resources:** Provide feedback on materials to ensure HR policies are not violated.
- **Employee Network Group (ERG) Leaders:** Contribute to articles, provide story leads, and serve as resource or subject matter experts to represent the company internally and externally.

The guide also includes a diverse list of appropriate communications materials, including:
- Advertisement (in-house and external)
- Annual Report
- ERG Handbook
- Website (with database of diversity resources)

To read the guide in full, click here.

GENDER-INCLUSIVE LANGUAGE GUIDELINES – PROMOTING GENDER EQUALITY THROUGH THE USE OF LANGUAGE (UN WOMEN)[45]

This resource provides guidance on how to use gender-responsive language in communications. UN Women outline three primary strategies that can be adopted to encourage gender equality through language:
1. **Use gender-neutral expressions** (e.g. people, women and men, we)
2. **Use inclusive language** (e.g. avoid using "he" or "his," use "their")
3. **Use both feminine and masculine forms as separate words or through**

the use of slashes (e.g. use "leader" instead of "he")

To learn more, click here.

COMMUNICATING YOUR GENDER PAY GAP (AON)[46]

This report aims to help companies effectively communicate and disclose their gender wage gap by describing an action plan and demonstrating a real commitment to act. The document lists "traps" to avoid and effective ways to communicate the gender wage gap.

Things to avoid:
- **Quantity does not mean quality** – overly-long narratives might signal insufficient thought.
- **Do not lose focus on the purpose** – provide value to the audience, not simply share any output.
- **Help those writing to succeed** – responsible team must have sufficient knowledge on the topic.
- **Avoid action-plan cherry-picking** – gather inspiration from others but do not duplicate actions.

Things to do:
- **Take your time** – invest appropriate time to develop a relevant, tailored plan.
- **Think about your audience** – consider the needs of internal and external audiences.

- **Be action oriented** – defining and implementing an action plan is a priority.
- **Be realistic and transparent** – credibility of actions and commitments is paramount.

To learn more, click here.

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45   UN Women, "Gender-Inclusive Language Guidelines," n.d.
46   Aon Hewitt, "Communicate Your Gender Pay Gap," 2017.

5. CLOSING GENDER WAGE GAPS RESOURCES

AN OVERVIEW OF PAY EQUITY IN VARIOUS CANADIAN JURISDICTIONS (ONTARIO PAY EQUITY OFFICE)[47]

The Canadian government and provincial governments have enacted various forms of legislation and statutory mechanisms to address gender wage discrimination.

However, pay equity is only legally required in separate pay equity legislation for the public sector in:

- Manitoba
- Nova Scotia
- New Brunswick
- Prince Edward Island

And for the public and certain private sectors in:

- Quebec
- Ontario

To learn more about these provinces' pay equity legislation, click here.

PAY EQUITY INFORMATION GUIDE (GOVERNMENT OF CANADA)[48]

The Canadian Federal Government has provided resources to assist federally regulated employers to comply with the current pay equity legislative requirements found in section 11 of the Canadian Human Rights Act (CHRA), the Equal Wages Guidelines, 1986, (Guidelines) and sections 182 and 249 of the Canada Labour Code, Part III. Private sector employers and employees seeking to advance pay equity or narrow the wage gap within their workplace can access these resources.

The guide provides information on the steps to achieving pay equity, including an explanation of the four factors used to assess the value of work (skill, effort, responsibility, and working conditions); the concept of establishment; a scale to evaluate gender predominance; and reasonable factors that may justify different wages for work of equal value.

For non-unionized companies, the guide recommends a four-step plan to implement pay equity:

STEP 1: PROJECT INITIATION
- Consultation to establish ground rules
- Assemble a job evaluation committee or hire external consultant
- Clear communication with employees about the goals of the program and their work status throughout

STEP 2: JOB ANALYSIS, DOCUMENTATION, AND EVALUATION
- Determine the establishment (employees vs. contractors)
- Analyze the employee population (identify occupation groupings and gender predominance)
- Choose a job evaluation plan that addresses criteria of skill, effort, responsibility, and working conditions
- Document and analyze the jobs (collect qualitative and quantitative information about jobs)
- Evaluate the jobs, not the people working those jobs
- Determine if wage gaps exist (direct and indirect)
- Determine the wage rate
- Plot and compare pay lines
- Determine whether any part of the wage gap is due to systemic gender discrimination
- Review pay administration practices (e.g. time required to reach wage rate given a satisfactory performance; different performance rating criteria for different

occupational groups; different entry level wages for men and women; and different salary range structures for jobs of equal value)

STEP 3: IMPLEMENTATION
- Calculate the total amount required to eliminate the inequities (if found)
- Establish a schedule and methodology for implementing pay equity

STEP 4: MAINTENANCE AND REVIEW
- Establish a system of periodic pay equity reviews

To read the complete guide, click here.

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47   Ontario Pay Equity Commission, "An Overview of Pay Equity in Various Canadian Jurisdictions," 2018.
48   Government of Canada, "Pay Equity Information Guide," 2019.

PAY EQUITY ACT: BACKGROUNDER (EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA)[49]

This backgrounder provides an outline of the requirements for pay equity under the Pay Equity Act (2018) and its regulations. The new law applies to the federal public service, Crown agencies, and to private sector, federally regulated employers with 10 or more employees. The general suggestions regarding the implementation of pay equity have broader utility for any organization seeking to assess its renumeration policies and practices.

Responsibility for the enforcement of the new federal Pay Equity Act has been given to the Canadian Human Rights Commission. The Commission is establishing a Pay Equity Division that is being led by a newly appointed Commissioner. The Division is in the process of developing modern educational and software-based resources to be available by the end of 2020. This information will supersede the backgrounder for those employers to whom the new Act applies. To learn more, click here.

Steps to develop a pay equity plan:

- **Identify job classes and determine their gender predominance**
  Job classes are considered predominantly female or male if at least 60 percent of the positions in the class are currently or have historically been occupied by, or associated with, either women or men.

- **Determine the value of work**
  Evaluation method must take into account the skill, effort, and responsibility required to perform the work, and the conditions under which the work is undertaken.

- **Calculate the compensation**
  Calculate the hourly rate, including any form of remuneration payable for work (e.g. salary, commission, vacation pay, severance pay, bonuses, benefits, and contributions to pension funds).

- **Compare the compensation Use the equal average method**
  (compare average compensation of all predominantly male and female job classes of equal value) or the equal line method (create regression lines that illustrate the relationship between job value and hourly compensation for male and female job classes).

- **Increase compensation based on findings when necessary**
  Compensation should be payable in full once the pay equity plan has been posted.

To learn more, contact Employment and Social Development Canada here.

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49   Employment and Social Development Canada, "Pay Equity Act: Backgrounder," 2019.

ONTARIO PAY EQUITY COMMISSION RESOURCES

A GUIDE TO INTERPRETING ONTARIO'S PAY EQUITY ACT[50]

This guide gives an overview of the minimum requirements of the Pay Equity Act, R.S.O. 1990, c. P7 (as amended), as interpreted by the Pay Equity Office and reflects tribunal and court decisions on various sections of the Act.

The following are guiding principles for interpreting the Pay Equity Act:

• Pay equity is both a fundamental human right and a regulatory labour standard
• Pay equity in Ontario is a self-managed process
• Pay equity is focused on gender neutrality
• Pay equity allows for considerable flexibility on certain provisions
• Pay equity and collective bargaining. Employers and unions are regularly involved in negotiations around compensation

Other sections of this guide include:

• Summary of requirements
• Compliance deadlines
• Definitions
• Requirements for achieving pay equity

• Enforcement, complaints, and monitoring for compliance

To read the full guide, click here.

STEP BY STEP TO PAY EQUITY – MINI-KIT[51]

This kit sets out the basic steps for achieving pay equity under the Act for private sector employers. It is most suitable for employers who came into existence after January 1, 1988, or who were in existence on that date but had less than 100 employees. Employers who had 100 or more employees on December 31, 1987 are required to follow the steps set out in Part II of the Act. It is recommended that employers refer to the "Guide to Interpreting Ontario's Pay Equity Act" for detailed information about the law's requirements and to determine if Part II applies to you.

The kit provides a series of worksheets and templates to enable an organization to proceed through the various steps to comply with the requirements of the Act. The kit explains how to objectively collect information about jobs including employee interviews, employee questionnaires, job descriptions, desk audits, or any combination

of the above. The kit also provides examples of how to evaluate jobs based on the criteria of skills, effort, responsibility, and working conditions in a gender-neutral way, how to do job comparisons using two prescribed methods, and how to adjust wages where required.

To access the kit, click here.

PROPORTIONAL VALUE: REGRESSION ANALYSIS[52]

This resource provides tools and calculators to apply the proportional method of job comparison through regression analysis. The Regression Analysis Tool and Calculators can be found here.

PAY EQUITY PLAN SAMPLES[53]

To access sample pay equity plans for job-to-job and proportional value comparison methods, please click here.

E-LEARNING MODULES: PAY EQUITY FOR SMALL BUSINESSES[54]

These 15 educational modules take a user through each aspect of the pay equity process and include detailed explanations

of technical terms used in pay equity as well as how the various steps are applied. The modules reference other materials that may be of assistance to a user. Click here for access.

INTERACTIVE JOB COMPARISON TOOL FOR SMALL BUSINESSES[55]

This tool enables a small business employer to adapt their specific workplace information required to apply the job-to-job and proportional value comparison methods to determine required adjustments to wages. Click here for access.

50 Ontario Pay Equity Commission, "A Guide to Interpreting Ontario's Pay Equity Act," 2015.
51 Ontario Pay Equity Commission, "Step by Step to Pay Equity Mini-Kit," 2013.
52 Ontario Pay Equity Commission, "Proportional Value: Regression Analysis," n.d.
53 Ontario Pay Equity Commission, "Pay Equity Plan Samples," n.d.
54 Ontario Pay Equity Commission, "E-Learning Modules: Pay Equity for Small Businesses," n.d.
55 Ontario Pay Equity Commission, "Interactive Job Comparison Tool for Small Businesses," n.d.

WORKPLACE GENDER EQUALITY AGENCY (WGEA) AUSTRALIA RESOURCES

GUIDE TO GENDER PAY EQUITY[56]

This document provides step-by-step guidance to understand the gender pay gap, identify gender-related pay gaps within your organization, and establish goals, strategies, and actions to improve gender pay equity. This guide acknowledges that organizations will be at different stages in the journey towards gender pay equity so the use of the steps will vary accordingly. Emphasis is placed on acknowledging that pay equity strategies should be developed in accordance with an overall gender equality strategy.

The steps in the guide are:

1. **Awareness and Understanding:** Develop a basic understanding of key issues surrounding pay equity.
2. **Build a Business Case:** Determine why pay equity is important for the organization.
3. **Gain Leadership Commitment:** Secure buy-in from leadership to encourage them to evaluate and address pay equity issues.
4. **Data Analysis:** Identify any gender pay gaps and investigate the causes.
5. **Strategy and Action:** Build a clear set of goals and action plans.
6. **Review and Refine:** Monitor and review pay equity continuously.

The steps in this guide resemble actions needed to address gender equality in the organization. Given that the gender pay gap is one of the biggest contributors to gender inequality, the need for taking these or similar steps is clear. Companies need to be aware that addressing gender inequality as a whole will not necessarily close the gender pay gap; this issue requires specific action.

To learn more, click here.

DESIGNING AN EQUITABLE REMUNERATION POLICY[57]

This information sheet emphasizes the importance of having a remuneration policy that incorporates gender pay equity components, including:

- Provide market-competitive remuneration to attract, motivate, and retain highly skilled employees
- Drive a culture where financial rewards are directly linked to employee contributions and performance
- Ensure all reward decisions are made free from bias and support diversity
- Improve organizational performance
- Obtain outcomes that reflect commercially responsible decisions on remuneration

The information sheet outlines the characteristics that make up an equitable remuneration policy, with specific recommendations for leader commitment, organizational accountability for ensuring that the policy is implemented, and transparency around data and data collection and analysis.

To learn more about features to include in your remuneration policy, click here.

GENDER PAY GAP CALCULATOR GUIDE – TECHNICAL GUIDE TO USING THE WGEA GENDER PAY GAP CALCULATOR[58]

The gender pay gap calculator has been designed to assist organizations in conducting a payroll analysis. This guide outlines how to use the Workplace Gender Equality Agency's (WGEA) gender pay gap calculator.

The guide provides information on how to:

- Obtain and format data for use in the payroll analysis calculator (e.g. liaise with finance, payroll or other key departments to obtain remuneration and employee data)
- Calculate gender pay gaps and obtain key information (e.g. gender ratio, pay analysis, gap analysis, remuneration composition between fixed and variable pay)
- Generate additional information to analyze your data

There is also an eLearning module for using the calculator. To learn more, click here.

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56   Workplace Gender Equality Agency, "Guide to Gender Pay Equity," n.d.
57   Workplace Gender Equality Agency, "Designing an Equitable Remuneration Policy," 2017.
58   Workplace Gender Equality Agency, "Analysing Your Pay Data," 2016.

PAY EQUITY FOR SMALL BUSINESS: THREE-STEP GUIDE TO FAIRER PAY IN YOUR ORGANIZATION[59]

The Workplace Gender Equality Agency, in collaboration with economic Security4Women, has developed a three-step guide for small businesses to address pay inequity. Small businesses face a unique set of issues when it comes to managing and improving equality between women and men in their workplace. These typically include higher impact of parental leave costs, challenges in implementing flexible work options, limited or no human resource support or function, and inadequate data collection systems and processes. Despite these challenges, there are many benefits to be gained by small businesses that address pay equity and gender equality more broadly.

The three steps discussed in the guide are as follows:

1. **Getting Started**
   - Develop an understanding of the key issues
   - Articulate why pay equity is important for your business
   - Commit to addressing pay equity issues

2. **Reviewing Your Data**
   - Collect relevant payroll data
   - Analyze the payroll data for the women and men

3. **Take Action**
   - Identify any gender pay gaps and investigate causes
   - Build a clear set of goals and action plans
   - Monitor and review pay equity continuously

To learn more, click here.

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59   Workplace Gender Equality Agency, "Pay Equity for Small Businesses," n.d.

6. RECRUITMENT, RETENTION, AND PROMOTION RESOURCES

EQUITY, DIVERSITY AND INCLUSION: A BEST PRACTICES GUIDE FOR RECRUITMENT, HIRING AND RETENTION (CANADA RESEARCH CHAIRS)[60]

This guide provides an extensive list of recommendations to best address areas for improvement in the workplace with regards to recruitment and retention, and different stages within those processes. Even though it is targeted at academic and research institutions, most advice is translatable to any organization working towards equitable recruitment and promotion processes.

1. **Organizational allocation and planning:** Evaluate performance on how well senior leadership implement diversity and inclusion principles and practices in their work; review current policies, practices, and procedures through an equity, diversity, and inclusion lens; etc.
2. **Job postings:** Ensure that a diversity and inclusion expert reviews and approves the job posting before it is posted; post only the qualifications and skills necessary for the job; etc.
3. **Search for candidates:** Accept a full CV, ensuring that career interruptions due to parental leave, family care, extended illness, or community responsibilities do

not negatively impact the assessment of a candidate's productivity; mandate proactive targeted outreach to attract members of underrepresented groups; etc.

4. **Hiring committee:** Ensure a diverse search committee is considered in all aspects of their work; provide mandatory training for all committee members; etc.
5. **Interview:** Rank selection criteria prior to screening applications to an ensure an unbiased, consistent, and transparent selection process; ensure the same assessment process is applied to all candidates; etc.
6. **Hiring decisions:** Provide a written report to senior management on the selection process and the rationale when a member of the targeted group is unsuccessful; avoid using a candidate's "fit" as a means to discriminate or indulge personal biases; etc.
7. **Retention and promotion:** Collect self-identification data at all organizational levels and monitor and analyze this data for potential systemic barriers to advancement; conduct an environmental scan about the organization's culture and how well it is doing in its equity, diversity, and inclusion work; etc.

To read more about the recommendations, click here.

THE GUIDE TO GENDER DIVERSITY IN EMPLOYMENT – EMPLOYER'S GUIDE (ATLANTIC MINISTERS RESPONSIBLE FOR THE STATUS OF WOMEN)[61]

This resource provides a framework for identifying and taking action on a gender diversity strategy for the workplace. The Guide is designed for employers, managers, and human resource personnel but is also an informative tool for all employees.

The steps outlined to create and maintain a gender-diverse workforce are:

1. Document existing commitments and leadership policies
2. Complete an organizational analysis of leadership roles
3. Conduct a gender analysis of employment data
4. Complete a pay analysis
5. Outline employment policies and practices
6. Analyze marketing materials
7. Write a summary report
8. Develop a gender diversity action plan
9. Implement and communicate the action plan
10. Monitor, evaluate, and adjust the action plan

This guide also includes a human resources systems review through a series of checklists to determine if the organization's policies and practices exclude or limit any gender in these systems. It comprises:

- Recruitment, hiring, and selection
- Training and development
- Promotion
- Retention and termination

To learn more, click here.

PARADIGM FOR PARITY: A CALL TO ACTION FOR GENDER EQUALITY (PARADIGM FOR PARITY)[62]

"The Toolkit" outlines several steps to improve gender balanced recruitment within a company. The Paradigm for Parity® coalition is comprised of business leaders, board members, and academics committed to addressing the corporate leadership gender gap.

1. Understand the Baseline
   a. Current seniority snapshot
   b. Historical comparison snapshot
   c. Time in role analysis
   d. Hiring (three-year look-back)
   e. Promotion (three-year look-back)
   f. Employee engagement survey
   g. Post departure interviews

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60   Canada Research Chairs, "Equity, Diversity and Inclusion: A Best Practices Guide for Recruitment, Hiring and Retention," 2018.

61   Atlantic Ministers Responsible for the Status of Women, "Guide to Gender Diversity in Employment," n.d.

62   Paradigm for Parity, "The Toolkit," 2017.

2. Improve Your Intake
   h. Institute blind résumés
   i. Create gender-neutral job descriptions
   j. Establish diverse interview panels
   k. Utilize pool-based hiring
   l. Create a sourcing mechanism for bringing talented women of all backgrounds back on board
   m. Require diverse hiring slates
   n. Establish a diversity recruiting office

3. Manage with a Diversity Mindset
   o. Combine unconscious bias training and a manager playbook
   p. Create clear and accountable diversity objectives for individual managers
   q. Institute slate-based promotion processes with full consideration of all diversity candidates
   r. Cascade the "Plus One" tactic: This tactic requires all senior managers to add one diversity candidate to their leadership teams or executive committees
   s. Create benefits to reduce "Other Time" barriers: Women of all backgrounds often face more responsibilities at home (children, aging parents, etc.)
   t. Adopt the 70 percent rule: Make it a requirement that no single majority group (gender, ethnicity, etc.) can represent more than 70 percent of the participants

To learn more, click here.

WORKPLACE DIVERSITY THROUGH RECRUITMENT: A STEP-BY-STEP GUIDE (IDEAL)[63]

This resource is a guide on how to effectively, fairly, and objectively increase diversity through company recruitment practices.

The guide outlines the following six tips:

Tip #1: Write your job posting more carefully to attract more diverse candidates

Tip #2: Offer workplace policies that are more appealing to diverse candidates

Tip #3: Use a personality assessment to recruit more diverse candidates

Tip #4: Use sourcing methods that contain more diverse candidate pipelines

Tip #5: Strategically seed your pipelines with more diverse candidates

Tip #6: Use innovations such as résumé screening using AI, blind résumés, and blind interviews

To learn more, click here.

WINNING THE FIGHT FOR FEMALE TALENT – HOW TO GAIN DIVERSITY EDGE THROUGH INCLUSIVE RECRUITMENT (PWC)[64]

This study analyzes inclusive recruitment practices from over 300 respondents in 18 different countries and in several sectors. PricewaterhouseCoopers (PwC) commissioned Opinium Research to carry out an in-depth international survey of executives with responsibility for diversity within their organizations.

The top five diversity practices identified by respondents to have the most impact on their recruitment efforts:

1. Establishing gender diversity recruitment targets
2. Delivering diversity/unconscious bias training to our interviewers
3. Establishing equality policies
4. Actively focusing on having an inclusive talent brand
5. Requiring mandatory diverse slates for open positions

The top three recruitment-specific practices to support diversity in this process were:

1. Ensuring the diversity of the interview panel or interviewers throughout the interviewing process
2. Training recruitment professionals to equip them to focus on driving more inclusive recruitment efforts
3. Reviewing role descriptions to ensure use of inclusive language

In addition, the study ranked the three most attractive employer traits for women overall:

1. Opportunities for career progression
2. Competitive wages and other financial benefits
3. Flexible work arrangements and a culture of work-life balance

To learn more, click here.

TEXTIO HIRE APP (TEXTIO)[65]

This app has been identified as an effective tool to analyze language in job descriptions to attract a more diverse applicant pool. The app uses real-world hiring outcomes from millions of job posts and recruiting mails to suggest changes to the wording of your job posts. Johnson & Johnson is an example of a company that utilizes Textio. When the company piloted the app, they found a 9 percent increase in the number of women applying, which equates to approximately 90,000 additional women each year.

To learn more, click here.

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63 Ideal, "Workplace Diversity Through Recruitment: A Step-By-Step Guide," n.d.
64 PwC, "Winning the Fight for Female Talent – How to Gain Diversity Edge Through Inclusive Recruitment," 2017.
65 Textio, "Augmented Writing," n.d.

7 WAYS YOU MIGHT BE OVERLOOKING TALENT – HOW UNCONSCIOUS BIAS CAN PLAY OUT IN THE WORKPLACE (CENTER FOR CREATIVE LEADERSHIP)[66]

This resource lists unconscious biases that negatively impact people's opportunities to advance in their career and examples of specific actions to fight them. As female employees often face higher barriers to advancement due to bias and stereotypes, becoming aware of what those biases are can help address them.

1. **Likeability:** Depending on one's dimension(s) of diversity (race, gender, ethnicity, etc.), one's likeability may be perceived differently.
2. **Similar to me:** Unintentionally gives higher ratings to employees who are similar to them.
3. **Personal:** Individual preferences may prevent objective analysis of an employee.
4. **Horns and halos:** Managers may make assumptions that a particular type of employee is naturally good or bad at the job.
5. **Stereotyping:** People may assign attributes to an entire group and act upon those ideas.
6. **Shifting standards:** Leaders may not realize they're applying more stringent standards to one similarly situated employee over another.

7. **Confirmatory:** Once a judgement or recommended action is made, people are highly motivated to find or produce evidence to justify it.

Examples of strategies for fighting unconscious bias at work:

- Look back at talent conversations and assess if any unconscious bias might have been at play.
- Assess past selection processes to determine if the candidates you considered were all men – perhaps all white men – and why.
- Establish a practice to recognize if your selection process is overlooking talent.

To learn more, click here.

BIAS IN PERFORMANCE MANAGEMENT REVIEW PROCESS: CREATING AN INCLUSIVE TALENT PIPELINE BY UNDERSTANDING OUR FILTERS (COOK ROSS)[67]

This resource explains the four domains of bias in performance management: rater bias, self-rater bias, structural bias, and calibration bias. It also includes several examples of how to mitigate each type of bias.

Rater bias: Difference between in-person performance reviews between men, compared to between men and women.

Examples of how to mitigate rater bias:

- Give performance reviews the importance they deserve – avoid haste and distractions.
- Use a performance management assessment aid to guide the process.

Self-rater bias: Misrepresentation of an individual's performance self-evaluation between accomplishments and self-image.

Examples of how to mitigate self-rater bias:

- Raters should be conscious of the potential cultural or gender differences in self-rating.
- Reduce self-rater bias on performance reviews by exercising practices of objectivity.

Structural bias: Bias found in and reinforced by organizational structure.

Examples of how to mitigate structural bias:

- Have clear and transparent rating areas and weighting processes.
- Expose structural biases prior to performance reviews and continually address them.

Calibration bias: Bias originated from relative rating of performance reviews.

Examples of how to mitigate calibration bias:

- Having a clearly defined process for identifying and discussing bias throughout the calibration process will yield a more objective comparison between people.
- Introducing bias management strategies prior to performance reviews allows the normalization of bias awareness and can assist in objective discussions during the calibration meeting.

To read more about biases and how to mitigate them, click here.

BOARD DIRECTORS' PLAYBOOK (CANADIAN GENDER & GOOD GOVERNANCE ALLIANCE)[68]

The Playbook is a guideline for starting to address a Board of Director's gender diversity. It provides information on common obstacles, the business case of gender diversity on boards, and tools for action in order to address this issue.

The resource provides the following practical recommendations:

1. **Formal Board Evaluation Process:** This process will help boards identify strengths and opportunities for improvement, as well as reveal current and future needs of the board.
2. **Term and Age Limits:** Without vacancies, increasing the number of women on boards is difficult. Establishing a formal approach to board renewal will

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66   Center for Creative Leadership, "7 Ways You Might Be Overlooking Talent," 2019.
67   Leslie Traub, "Bias in Performance Management Review Process," *Cook Ross*, 2013.
68   Canadian Gender & Good Governance Alliance, "Board Directors' Playbook," 2018.

help find a balance between renewal of skills and perspectives and retaining long-term directors who still provide valuable contributions.

3. **Board Competency Matrix:** Crafting the board competency matrix with skills and competencies that make directors effective could increase the pool of women candidates. Currently, markers are thought to be limited to résumé markers that are not reflective of boardroom effectiveness.

4. **Gender Diversity Policy:** According to CGGA, adopting a Gender Diversity Policy improves the representation of women on boards regardless of company size.

5. **Board Member Recruitment:** In order to avoid biased recruiting, broadening the search can help identify the best women candidates. Expand the scope by using board-ready lists, networking with industry peers and advisors, engaging a search firm, and maintaining an evergreen list of candidates.

To learn more, click here.

GENDER DIVERSITY ON BOARDS IN CANADA – RECOMMENDATIONS FOR ACCELERATING PROGRESS (CATALYST)[69]

This report was created to help Canadian organizations make progress on achieving gender parity on boards by promoting the adoption of targets. It also presents an analysis of the benefits of gender parity for board of directors, examines disclosures related to board renewal mechanisms, and describes best practices from leading businesses.

Recommendations for accelerating progress for women on boards include:

1. **Set the following specific targets,** and achieve them within three to five years:
   a. 30 percent women board directors, if you currently have at least one woman director.
   b. One woman board director, if you currently have zero women board directors.

2. **Use at least one mechanism to facilitate board renewal** (e.g. term, age limit).

3. **Establish a written policy** describing how the company specifically plans to increase representation of women on its board.

4. **Review board recruitment policies:**
   c. Require that lists of potential board candidates consist of at least 50 percent women candidates with the skills and profile sought, and ensure diversity among women too.
   d. Require that women – including women from diverse communities – comprise at least 50 percent of the interview pool for every open board position.
   e. Implement board effectiveness assessments, including gap analysis using skills matrices.

   f. Leverage broad networks – not just the usual suspects.

5. **Champion senior executive women** for board service by:
   g. Reassessing and removing restrictions on external board service.
   h. Implementing programs to match talent with board vacancies.

6. **Address gender equity at all levels** of the organization by:
   i. Reviewing, on a continual basis, all human resources systems to ensure they are unbiased.
   j. Investing in inclusive leadership training.
   k. Monitoring and tracking promotion rates, aim for proportional rates at each level.
   l. Evaluating and addressing pay equity by:
      i. Conducting periodic pay equity studies.
      ii. Implementing "no negotiations" policies and paying for work, not potential.
      iii. Adopting pay transparency policies.

To learn more, click here.

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69   Catalyst, "Gender Diversity on Boards in Canada," 2016.

7. CAREER DEVELOPMENT RESOURCES

MENTORING & SPONSORING STARTER KIT – WOMEN NEED A NETWORK OF CHAMPIONS (CENTER FOR CREATIVE LEADERSHIP)[70]

This guide highlights the main responsibilities of mentors, provides brainstorming exercises for both mentors and mentees about their needs, and recommends actions for setting expectations for successful mentoring relationships. This is a guide that can be used by both parties in a mentoring relationship.

Setting Expectations:

1. **Agree on the purpose of the mentoring relationship.** What is the mentee currently working on? What are their goals, challenges, aspirations, and interests? Does the mentor have helpful knowledge, experience, opportunities, or connections that relate to these goals?
2. **Confirm expectations.** How often and where will you meet? What type of guidance would be helpful? How long might this last?
3. **Identify potential problems and how to address them.** Are you concerned about not having enough time? What will the mentee do if the mentor does not provide relevant support? What if it turns out that the relationship is not the best fit?

To learn more, click here.

HOW TO MENTOR OR SPONSOR WOMEN WITHOUT SENDING THE WRONG MESSAGE (HR DIVE)[71]

This article includes recommendations for mentoring and sponsoring programs to ensure they don't send the wrong message within the organization.

1. Have a formal structure.
2. **Get support and commitment from the CEO and senior executives** to become sponsors or mentors, and to provide resources for these programs.
3. **Create programs for both women and men.** Mentoring and sponsorship programs only for women send the wrong message that women cannot success without extra training and help.
4. **Ensure that the relationships are as diverse as possible.** People tend to sponsor people who look like them which could limit opportunities for women, visible minorities, people with disabilities, etc. Aim for multigenerational, multicultural, and multidisciplinary programs.
5. **Establish two-way relationships.** Both parties should gain from the relationship.
6. **Establish goals on which both parties agree** to determine what the expected results are from the relationship.
7. **Include training for sponsors and protégés** as part of the program to ensure both parties understand their roles.

To learn more, click here.

A LACK OF SPONSORSHIP IS KEEPING WOMEN FROM ADVANCING INTO LEADERSHIP (HARVARD BUSINESS REVIEW)[72]

This article explores the varying degrees of sponsorship as a tool for executives who are looking to sponsor women, and women who are aiming to advance their careers. The spectrum can be a useful tool to address barriers in implementing successful sponsorship programs. The article suggests that sponsorship does not have to be all-or-nothing. Rather, sponsorship can be considered a spectrum of behaviour with varying degrees of commitment.

From private to public relationships and from the least commitment to the most, the spectrum of sponsorship includes:

1. **Mentor:** Provides personal advice, support, or coaching privately, with a commitment of only time.
2. **Strategizer:** A strategizer is an executive who shares "insider information" about advancing in the company. They work with their mentee to strategize how to advance in the company, addressing any barriers the mentee may face within the organization.
3. **Connector:** A connector is an executive who introduces and talks up their mentee to influential individuals in their network. This allows them to gauge how their mentee is seen by others.
4. **Opportunity giver:** An opportunity giver promotes or assigns their mentee to a project or position with high visibility, within their capacity.
5. **Advocate:** This is the classic sponsorship relationship that involves a sponsor advocating for someone they are sponsoring for a significant role. In this case, the sponsor not only commits their time but also their reputation.

To learn more, click here.

70 Center for Creative Leadership, "Mentoring & Sponsoring Starting Kit," 2019.
71 Valerie Bolden-Barrett, "How to Mentor or Sponsor Women Without Sending the Wrong Message," *HR Dive*, 2017.
72 Herminia Ibarra, "A Lack of Sponsorship Is Keeping Women from Advancing into Leadership," *Harvard Business Review,* 2019.

WHAT MEN CAN DO TO BE BETTER MENTORS AND SPONSORS TO WOMEN (HARVARD BUSINESS REVIEW)[73]

This article explores the need for companies to develop sponsorship programs to uplift the diverse talent in their organizations. The article provides eight key recommendations for leaders and companies to improve their sponsorship programs:

1. **Identify high potential diverse talent:** Sponsors should look for driven and ambitious individuals with different experiences and perspectives from their own. They should seek the help of HR and other leaders if needed.

2. **Determine the best stretch role:** Sponsors should support protégés for opportunities with high visibility that would benefit both the individual as well as the business. Some conditions to identify the best opportunities: high risk, involve working with strategic clients, an assignment of strategic importance to the business, starting something new, etc.

3. **Position the role:** Sponsors should consistently encourage protégés to overcome barriers and give them confidence to advance their position in a given company.

4. **Provide opportunities for development and support:** Sponsors should support their protégés in achieving the skills and expertise needed to succeed. Furthermore, they should ensure that these resources are provided by their organization. Additionally, the organization should educate sponsors on the unique challenges faced by more vulnerable groups, including women of colour.

5. **Pave the way:** Sponsors should take the responsibility of introducing their protégés to relevant influential individuals in their network that would benefit their success.

6. **Ensure protégés receive candid, performance-based feedback:** Sponsors should ensure that their protégés receive clear assessments of their performance with specific guidance to help them improve their results and promote career development.

7. **Help protégés persist:** Sponsors must ensure that their organization supports their protégé in light of mistakes or criticism from others.

8. **Champion promotions and recognition:** Sponsors should outwardly advocate for their protégés to receive raises, promotions, and recognition if deserving.

To learn more, click here.

ERLI: EMPLOYEE RESOURCE LEADERSHIP INITIATIVE (CATALYST)[74]

Catalyst created the Employee Resource Leadership Initiative (ERLI) to engage and connect Employee Resource Group leaders across companies, industries, functions, and regions. ERLI has virtual and live events that aim to share ideas and practices while learning how to amplify inclusion. Additionally, Catalyst holds an annual ERLI Conference and an ERG Community via social media.

To learn more, click here.

EMPLOYEE RESOURCE GROUPS: TOOLKIT FOR DIVERSITY AND INCLUSION PRACTITIONERS (THE CANADIAN CENTRE FOR DIVERSITY AND INCLUSION)[75]

The Canadian Centre for Diversity and Inclusion created this toolkit to provide practical suggestions and strategies for implementing and managing Employee Resource Groups within companies. The toolkit contains information about:

- **Types of ERGs:** Cultural, inter-generational, single parents, working parents, women, etc.
- **Value of ERGs:** To organizations and individuals (e.g. community and ally building; engagement, inclusion, and retention; leadership and professional development)
- **Barriers and Challenges:** Examples of what ERGs face in Canadian organizations (e.g. buy-in from management and leadership; ERG structure and logistics; membership engagement and retention)
- **Setting Up ERGs for Success:** CCDI recommends action in aspects such as formal structures and budget; communications and synergies; accountability; engaging stakeholders; etc.

To learn more, click here.

WOMEN'S ASSOCIATIONS (WOMEN OF INFLUENCE)[76]

This website provides a comprehensive list of industry-specific women's associations in Canada that your organization could partner with to support gender equality efforts.

To see associations, click here.

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73 Rania H. Anderson and David G. Smith, "What Men Can Do to Be Better Mentors and Sponsors to Women," *Harvard Business Review*, 2019.
74 Catalyst, "Employee Resource Leadership Initiative," 2018.
75 Canadian Centre for Diversity and Inclusion, "Employee Resource Groups: Toolkit for Diversity and Inclusion Practitioners," 2015.
76 Women of Influence, "Women's Associations," n.d.

MY CAREER TOOLKIT: PROFESSIONAL ASSOCIATIONS AND NETWORKING GROUPS (CATALYST)[77]

Catalyst has created a list of several professional associations and networking groups for women, LGBTQI, visible minorities, and people with disabilities around the world and in Canada. Some of the Canadian groups are:

- The Canadian Federation of Business and Professional Women (BPW)
- Canadian Association of Women Executives & Entrepreneurs
- Women's Executive Network (WXN)
- Aboriginal Professional Association of Canada (APAC)
- Black Business and Professional Association (BBPA)
- exeQutive
- Canadian Association of Professionals with Disabilities

To learn about more groups, click here.

CATALYST WOMEN ON BOARD – SOLVING THE BOARDROOM DIVERSITY CHALLENGE THROUGH SPONSORSHIP (CATALYST)[78]

This is an active sponsorship program for women board candidates to enable women's advancement on to boards and to enable companies to find and appoint women board candidates. Catalyst Women on Board is an annual program in which Catalyst invites senior executive women, considered to be strong candidates for corporate board appointment, and pairs these women with experienced corporate board members who mentor and champion them for two years with the objective of attaining corporate board appointments. The women candidates, after a process of selection, require a company's sponsorship to participate in the program, as it has a cost.

To learn more about this program, click here.

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77 Catalyst, "My Career Toolkit: Professional Associations and Networking Groups," n.d.
78 Catalyst, "Catalyst Women on Board," n.d.

8. WORKPLACE FLEXIBILITY RESOURCES

WORKPLACE GENDER EQUALITY AGENCY (WGEA) AUSTRALIA RESOURCES

BUILDING WORKPLACE FLEXIBILITY STRATEGY – A GUIDE TO BUILDING AN ORGANIZATION-WIDE APPROACH TO IMPLEMENTING AND MANAGING WORKPLACE FLEXIBILITY[79]

This guide provides a holistic framework to support a strategic approach to implementing organization-wide workplace flexibility programs. Specifically, the aims are to:

- Ensure alignment between an organization's workplace flexibility strategy, gender equality strategy, and broader business strategy.
- Enable organizations to design a comprehensive workplace flexibility strategy.
- Enable organizations to develop and implement an organization-wide approach for improving flexibility capability.

Also, this resource provides steps to building a workplace flexibility strategy:

1. Envision a clear vision of what the organization looks like with improved flexibility.
2. Ensure leadership commitment, support, and involvement, especially while running workshops.
3. Develop specific goals and actions for each capability area (from the Readiness Assessment).
4. Create an implementation plan based on the goals and actions with corresponding outcomes.
5. Evaluate through an established learning cycle that includes pilot, testing, learning, adjustment, and retesting to find the best-suited strategy for the organization.

To learn more, click here.

MANAGER FLEXIBILITY TOOLKIT – HOW TO CREATE SUCCESSFUL, ENGAGED AND PRODUCTIVE FLEXIBLE TEAMS[80]

The aim of this toolkit is to provide information and guidance on how to successfully implement flexible working arrangements to maximize the opportunities and benefits that flexibility brings. The toolkit provides an overview of what workplace flexibility entails, benefits of workplace flexibility (e.g. productivity, effectiveness, job satisfaction), description of types of flexibility (e.g. flexible hours of work, compressed working weeks, telecommuting), and in-depth information on key flexibility elements to consider for managers.

The following are examples of good practices for managers found in this toolkit:

- **Leadership:** Leaders should consider a flexible work arrangement themselves. This creates a role model within the organization demonstrating successful flexible work.
- **Team culture:** Adjust communication tools and platforms to suit flexible work arrangements and consider communication training to help employees improve communication effectiveness.
- **Active learning:** Establish a trial period to test a flexibility arrangement that works for the organization and the individual team.
- **Resource planning:** Allocate tasks that suit flexible work options and use a central project planning tool to manage team's workload and project advancement.
- **Information flow:** Establish communication patterns such as daily project updates, weekly deadlines, set team meetings, etc.
- **Results-based performance management:** Discuss performance as part of reviewing flexibility arrangements to make sure transparency, accountability, and autonomy are understood.
- **Self-management:** Become aware of flexibility bias to learn and adapt to these arrangements.
- **Stakeholder management:** Discuss and resolve issues around flexibility that can impact other internal stakeholders.
- **Legal risk management:** Become aware about legal obligations related to flexible work.
- **Change management:** Each team may go through an adjusting period to flexibility work.

To learn more, click here.

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79 Australian Workplace Gender Equality Agency, "A Guide to Building an Organization-Wide Approach to Implementing and Managing Workplace Flexibility," n.d.
80 Australian Workplace Gender Equality Agency, "How to Create Successful, Engaged and Productive Flexible Teams," n.d.

EMPLOYEE FLEXIBILITY TOOLKIT – HOW TO NEGOTIATE AND MANAGE A SUCCESSFUL FLEXIBLE WORKING ARRANGEMENT[81]

This toolkit provides information and advice about a number of important issues. Introducing flexible working arrangements to a job and team can be complex, and integrating flexible work practices into an employee's existing work can also be challenging.

- What flexibility means in terms of changes to existing work arrangements
- How to request flexibility to maximize your chances of success
- Things to consider before requesting flexible working arrangements
- How to make flexibility work for you
- Dealing with issues that can arise over time

Learn more here.

READINESS ASSESSMENT – IS YOUR ORGANIZATION READY FOR A STRATEGIC APPROACH TO FLEXIBILITY?[82]

This toolkit provides the framework and practical guide to conducting a systematic diagnosis of "where are we now" – a key input to building your workplace flexibility strategy. Prior to developing your workplace flexibility strategy, it is recommended to undertake a readiness assessment. Specifically, this toolkit aims to:

- Provide a comprehensive framework for organizational flexibility
- Enable organizations to plot where they are on the flexibility roadmap
- Help organizations conduct a flexibility assessment

The following are the capabilities to be assessed for determining the organization's readiness:

1. **Leadership:** Evaluate executive leadership's commitment to flexibility.
2. **Business case:** Determine the strength of the business case for flexibility in the organization.
3. **Flexibility vision, strategy, and policy:** Determine what flexibility means for the organization and how to achieve such vision.

4. **Management capability:** How managers directly impact their employees' working arrangements.
5. **Employee experience:** Understand employee's risks and needs for implementing flexible work.
6. **Results management:** How performance and productivity are measured, and transparency.
7. **Technology and infrastructure:** Evaluate the needs for flexible work and implemented resources.
8. **Client and supplier experience:** Analyze how flexible work can impact their expectations.
9. **Learning cycle:** Understand the organization's learning needs and potential difficulties.
10. **Change management:** Assess the existence of change management resources within the organization.

To learn more, click here.

FLEXIBILITY FOCUS GROUP GUIDANCE – HOW TO RUN AN EFFECTIVE FOCUS GROUP ON WORKPLACE FLEXIBILITY[83]

This document provides guidance on how to run focus groups with your employees on flexibility in your organization (e.g. timing, participants, facilitator, questions, circumstances). Focus groups can reveal a wealth of information and deep insights that can be used to structure flexible working arrangements to meet the needs of both employer and employee. This tool also includes an extensive list of sample questions and a script for carrying out a focus group.

To learn more, click here.

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81   Australian Workplace Gender Equality Agency, "How to Negotiate and Manage a Successful Flexible Working Arrangement," n.d.

82   Australian Workplace Gender Equality Agency, "Is Your Organization Ready for a Strategic Approach to Flexibility?" n.d.

83   Australian Workplace Gender Equality Agency," Flexibility Focus Group Guidance," n.d.

FLEXIBILITY BUSINESS CASE – BUILDING YOUR BUSINESS CASE FOR FLEXIBLE WORK THROUGH WORKFORCE METRICS[84]

This toolkit aims to help organizations identify the areas where flexibility could positively influence an organization's productivity and employee engagement and provides advice on how to measure the business benefit for flexible working through workforce metrics.

Specifically, this toolkit aims to:

• Identify workforce metric categories and metrics to measure the benefits of flexible working
• Provide steps on building your business case for flexibility through workforce metrics
• Provide templates to collect and calculate workforce metrics

Metrics can be developed from the following categories:

• Uptake and perceptions of flexible work
• Attraction of employees
• Employee retention
• Training investment
• Productivity and engagement
• Absenteeism
• Employee wellbeing
• Office space accommodation costs
• Workforce composition

To learn more about each category and their metrics, click here.

DEVELOPING A FLEXIBLE WORKING ARRANGEMENT POLICY[85]

This briefing note provides guidance on the key features of a flexible working arrangements policy. Organizations leading the way in workplace gender equality have in place a policy that specifically supports flexible working arrangements for all employees.

The key features of a flexible working arrangements policy are:

• Statement
• Purpose
• Guideline (i.e. definitions, eligibility and exclusions, process, and performance and review)
• References and resources (i.e. existing legislation and internal policies)

To learn more, click here.

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84 Australian Workplace Gender Equality Agency, "Flexibility Business Case," n.d.
85 Australian Workplace Gender Equality Agency, "Developing a Flexible Working Arrangement Policy," n.d.

OTHER RESOURCES

A MANIFESTO FOR CHANGE: A MODERN WORKPLACE FOR A FLEXIBLE WORKFORCE (TIMEWISE & DELOITTE)[86]

This resource summarizes the need for workplace flexibility and identifies the key demands of the manifesto that can help the workplace adapt a flexible workforce. The resource is based on a survey of flexible workers and in-depth interviews with pro-flex business leaders across the UK.

1. **Leaders must provoke cultural change**: Challenge the status quo
2. Make flexibility a strategic issue and champion flexible working, question cultural norms, and men must challenge stereotypes.
3. **Flexible working to be gender neutral**: Emphasize the value of male and female role models
4. Male and female leaders must walk the talk, men need to talk about flexibility and parental leave to normalize it, senior male role models are essential but so are people across every level.
5. **Design flexibility into jobs as standard**: Ask "why not" rather than "why"
6. Make flexible working the norm for everyone not just parents and carers, systemize flexible working through guidelines for managers, one size does

not fit all, and measure performance not hours.
7. **Influence attitudes and actions of managers**: Permission and support
8. Give managers permission, training, and tools for flexible work; and call out managers and leaders who undermine flexible workers.
9. **Collect data**: Measure success
10. Measure formal and informal flexible work, and share across teams, set targets, and track progress by including metrics as part of managers' performance review.

To learn more, click here.

LEVERAGING WORKPLACE FLEXIBILITY FOR ENGAGEMENT AND PRODUCTIVITY (SOCIETY FOR HUMAN RESOURCE MANAGEMENT)[87]

This resource contains an extensive review of workplace flexibility, including the business case and a description of the different benefits for the organization and employees, a description of a wide variety of workplace flexibility types, steps for implementing workplace flexibility, and numerous potential challenges with recommendations to address them. Throughout this resource, examples of implemented initiatives complement

the information provided in the different sections.

Recommendations to successfully implement workplace flexibility:

1. **Assess the effects of flexibility:** Consider the impact of new arrangements on employees, teams, clients, managers, and all relevant stakeholders.
2. **Understand compatibility:** Evaluate job requirements to determine which jobs are better suited for what types of flexibility.
3. **Set clear performance goals:** Manager and employee collaboration is needed to establish concrete and measurable objectives.
4. **Communicate:** Constant communication between managers, employees, and co-workers helps navigate changes and keep others in the loop.
5. **Obtain feedback:** Input from employees, clients, managers, and other relevant stakeholders ensures flexible work meets all parties' needs and objectives.

Some challenges of workplace flexibility included in this resource are:

- **Challenge**: Manager's uncertainty about workplace flexibility results in their unit denying requests or in negative

perceptions of employees on flexible work arrangements.
- **Recommendations:** Provide managers with training, allow them to express concerns and collaborate on solutions, pilot workplace flexibility measuring results and sharing.
- **Challenge:** Manager's assumption that someone on flexible work arrangement would not be interested in a different job opportunity or promotion that did not have flexibility, leaving them out for future considerations of new opportunities.
- **Recommendations:** Reinforce the importance of managing performance based on results, not face time, mandate considering flexible work arrangements for promotions as part of manager training.

To learn more, click here.

WORKFLEX AND MANAGERS GUIDE – SETTING YOU AND YOUR TEAM UP FOR SUCCESS (WHEN WORK WORKS)[88]

This resource provides an in-depth review of workplace flexibility targeted specifically towards managers to help them look into flexible work as an opportunity to support employees' success. Likewise, it provides information on the benefits of flexible work for managers, identifying the workflex that

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86 Timewise and Deloitte, "A Manifesto for Change – a Modern Workplace for a Flexible Workforce," 2018.
87 SHRM, "Leveraging Workplace Flexibility for Engagement and Productivity," 2014.
88 Kenneth Matos and Anne Weisberg, "Workflex and Managers Guide: Setting You and Your Team Up for Success," *When Work Works*, 2016.

works for them, implementing workflex plans, integrating workflex with team's plans, managing workflex performance, as well as maintaining fairness when adopting workflex.

Recommendations for managing performance with workflex:

- **Metrics of work success:** Establish clear measures of employee success using job descriptions as a guide and avoiding using physical presence as a form of performance.
- **Metrics of flex success:** In addition to overall work metrics, create employee's workflex expected outcomes to prevent burnout and ensure deliverables achievement.
- **No cannibalizing the success:** Make sure that every position has consistent expectations regardless of workflex arrangements to avoid increasing someone's workload because of it.
- **Communicate expectations:** Make sure all employees know what is expected of them regardless of their work arrangements and communicate how updates and check-ins will be handled.
- **Accountability:** Keep everyone accountable and reinforce people's understanding of the responsibilities to be fulfilled to make workflex work.

- **Removing workflex is a poor punishment:** This can add unnecessary stress and reduce employee performance. If needed, make adjustments to resolve poor performance.

To learn more, click here.

WORKFLEX AND SMALL BUSINESS GUIDE – BIG IDEAS FOR ANY SIZE (WHEN WORK WORKS)[89]

This resource addresses workplace flexibility for small businesses and describes the benefits specific for small organizations in addition to commonly known benefits of work flexibility.

Some benefits for small businesses are:

- Ability to grow without necessarily growing their real estate
- Lower need for formal systems when implementing workflex arrangements
- Flexible work arrangements can leverage staffing to compete against larger companies
- Remote employees can expand organization's reach into new locations and areas

Leveraging small teams for increased flexibility:

- Cross-train employees on job tasks and expand skills sets
- Emphasize regular and consistent updates on strategy, work progress and client relations
- Position workflex to get ahead of crises and as a return on investment tool

To learn more, click here.

WHEN WORK WORKS – ADDITIONAL RESOURCES

When Work Works has also created workplace flexibility guides tailored to specific industries:

- Workflex and Manufacturing Guide – More Than a Dream[90]
- Workflex and Telework Guide – Everyone's Guide to Working Anywhere[91]
- Workflex and Health Care Guide – From Forced Flexibility to Effective Schedules[92]
- Workflex in Retail, Service and Hospitality Guide – Cooperative Scheduling, Beyond Bias[93]

MAKING IT WORK! HOW TO EFFECTIVELY MANAGE MATERNITY LEAVE CAREER TRANSITIONS: AN EMPLOYER'S GUIDE (CANADIAN EDUCATION AND RESEARCH INSTITUTE FOR COUNSELLING)[94]

This guide is a comprehensive manual to help employers tailor specific strategies to the needs of their organization and employees as a result of pregnancy, birth, or adoption.

Some recommendations found are:

- Before maternity leave:
  - Conduct **exit interviews** with employees before they leave to discuss questions and possible concerns, as well as expectations from both sides
  - Establish a **communication plan** to determine how often communication will take place during maternity leave

- During maternity leave:
  - Provide women with **optional opportunities** to participate in team events, meetings, training seminars, etc.
  - Organize **"Comeback Coaching"** to support the transition before returning

89 Kenneth Matos, "Workflex and Small Business Guide," *When Work Works*, 2016
90 Kenneth Matos and Eve Tahmincioglu, "Workflex and Manufacturing Guide," 2015.
91 Kenneth Mathos, "Workflex and Telework Guide," 2015.
92 Jaime Leick and Kenneth Matos, "Workflex and Health Care Guide," 2016.
93 Jaime Leick and Kenneth Matos, "Workflex in Retail, Service and Hospitality Guide," 2016.
94 Canadian Education and Research Institute for Counselling, "Making It Work – How to Effectively Manage Maternity Leave Career Transitions," 2016.

to work and reinforce organization's support on women

- After maternity leave:
  - Conduct **return to work interviews** to assess possible challenges, re-engage in the career dialogue, and determine further support required
  - Encourage **mentorship and sponsorship opportunities** (different from "buddy system") to support women's career development and progression opportunities

To learn more, click here.

WANT TO IMPROVE GENDER EQUALITY AT WORK? HELP MEN TAKE PARENTAL LEAVE (MERCER)[95]

This article is based on MERCER's 2018 "Global Parental Leave Report" and provides an overview of some of its most relevant findings. Additionally, it provides five key areas for employers to consider with regards to men, parental leave, and gender equality.

1. Review parental leave policies to either match paternity and maternity leave policy or implement a "non-gender-biased" parental leave policy.
2. Gain leadership support by increasing awareness of paternal leave and its benefits through data.

3. Build a corporate culture that supports paternal leave in all levels of the organization. This may require education, establishing resource groups, reviewing other HR and departmental policies.
4. Educate and support managers on how to manage leave as their direct relationship with employees is essential.
5. Improve social support for leave to reduce stigma that may impact men by communicating the organization's efforts and actively confronting gender and social stigma.

To learn more, click here.

TACKLING CHILDCARE – A GUIDE FOR EMPLOYER-SUPPORTED CHILDCARE (IFC)[96]

This report is based on practical insights from 10 companies and provides detailed information on the business case for employer-supported childcare, and how to design and implement a childcare strategy. Tackling Childcare is an initiative from IFC to better understand employer-supported childcare and to assess private and public sector dimensions to address childcare.

Designing a childcare strategy:

- Assess employees' needs for childcare (i.e. availability, affordability, accessibility, quality)

- Review options for meeting employees' needs including:
  a. **Regular and/or intermittent childcare needs options:** on-site childcare, cooperation with other companies, bring-your-child-to-work options
  b. **Options for facilitating parental caregiving:** maternity, paternity, and parental leave; breastfeeding; flexible work arrangements; information and referral services

Finalizing and implementing a childcare strategy includes:

- Review business goals and resources that support childcare strategy
- Understand the regulations and partnering possibilities
- Communicate widely and seek input
- Pilot programs
- Set baseline, establish metrics, assess program impact and success
- Integrate childcare strategy to broader corporate objectives (i.e. gender equality strategy)

To obtain more detail on this report, click here.

WHAT IS THE LINK BETWEEN WORKPLACE DESIGN AND BUSINESS STRATEGY (FUTURE OF WORK)[97]

This article provides recommendations for workplace wellbeing when considering office (re)construction, layout, and design with a focus on human experience, digital drive, continuous innovation, operational experience, and financial performance.

- **Start with your employees** – Find out their needs and provide workplace solutions to engage and empower
- **Consider sustainable design** from the outset. E.g. green walls, reclaimed building materials; water and plant features, energy-tracking
- **Engage a team of workplace professionals** – Help balance plans, budget, design, and change management
- **Keep mobility and flexibility** at the front of mind – Spaces should be multipurpose
- **Be adaptable** – Spaces should be updated every two to five years
- **Be bold, be courageous** – Change may be protested but progress is necessary

To learn more, click here.

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95 Emily Eaton and Carole Jackson, "Want to Improve Gender Equality at Work? Help Men Take Parental Leave," *MERCER*, 2018.

96 International Finance Corporation, "Tackling Childcare: The Business Case for Employer-Supported Childcare," 2017.

97 JLL – Future of Work, "What is the Link Between Workplace Design and Business Strategy," n.d.

CREATING A BREASTFEEDING FRIENDLY WORKPLACE (ONTARIO PUBLIC HEALTH ASSOCIATION)[98]

This guide aims to assist employers when designing workplaces with accessible, well-equipped spaces for employees to breastfeed. This guide can also be used by employees who are attempting to establish lactation rooms or breastfeeding-friendly spaces at their workplace. It contains physical components that need to be in place for employees to breastfeed on-site, as well as cultural components that can help establish a company culture that respects breastfeeding and new mothers.

Essential components of a breastfeeding-friendly workplace:

- **Comfortable chair** with supportive arms
- **Small table, chair and electrical outlet**
- **Appropriate signage** (e.g. "ROOM IN USE") to enhance privacy
- **Baby changing station** or table with a means to hygienically clean area
- **Proximity to hand-washing facilities**

Essential components that support breastfeeding in workplace culture:

- **Flexible time schedule** to accommodate breastfeeding/pumping
- **Providing information** to all employees
- **Ensuring that managers and employees are supportive** of breastfeeding and working

- **Encouraging a network of women** who can support each other when working and breastfeeding
- **No age limit** regarding the breastfeeding child

To learn more, click here.

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98 Ontario Public Health Association, "Creating a Breastfeeding Friendly Workplace," 2008.

FEDERAL, PROVINCIAL, AND TERRITORIAL MATERNITY AND PARENTAL LEAVE INFORMATION

Collected from the Canada Labour Code and provincial and territorial Employment Standards Acts (as of May 2020):

	FEDERAL	Ontario	Alberta	British Columbia
Pregnancy/ Maternity Leave	Up to 17 weeks starting no earlier than 13 weeks before due date and ending no later than 17 weeks after due date.	Up to 17 weeks (or longer in some circumstances), starting no earlier than 17 weeks before due date.	Up to 16 consecutive weeks starting no earlier than 13 weeks before due date.	Up to 17 consecutive weeks starting no earlier than 13 weeks before due date.
Parental Leave	Up to 63 weeks during the 78 week period following birth or child coming in to parent's care.	Up to 63 weeks starting within the 78 week period following birth or child coming in to parent's care.	Up to 62 weeks starting anytime after birth or child coming in to parent's care, but must be completed 78 weeks following birth or child coming in to parent's care.	Up to 62 consecutive weeks starting within the 78 week period following birth or child coming in to parent's care.
Shared Parental Leave	If both parents take parental leave, combined periods of leave must not exceed 71 weeks.	All new parents are entitled to take up to 63 weeks of parental leave.	If both parents working for the same employer take parental leave, combined periods must not exceed 62 weeks.	All new parents are entitled to take up to 62 weeks of parental leave.
Timing	Maternity and the parental leaves must not exceed 78 weeks when the parental leave is not shared. Maternity and the parental leaves must not exceed 86 weeks when the parental leave is shared.	All new parents who did not take pregnancy leave can take up to 63 weeks of parental leave. Those birth parents that went on pregnancy leave can take up to 61 weeks.	Leave can start any time after the birth or adoption of a child, but must be completed within 78 weeks of the date the baby is born or placed with the parents.	All new parents who did not take pregnancy leave can take up to 62 weeks of parental leave. Those parents who went on pregnancy leave can take up to 61 weeks.
Notice requirements	For pregnancy leave, provide notice 4 weeks prior accompanied with medical practitioner certificate.	For pregnancy and parental leave, provide written notice 2 weeks prior (and medical documentation upon employer request).	For pregnancy and parental leave, provide written notice 6 weeks prior (and medical documentation upon employer request).	For pregnancy and parental leave, provide written notice 4 weeks prior (and medical documentation upon employer request).
Employment requirements	Must be employed for 6 months to be entitled to pregnancy and parental leave.	Must be employed for 13 weeks before the expected due date to be entitled to pregnancy and parental leave.	Must be employed for 90 days with the same employer to be entitled to pregnancy and parental leave. Birth mothers must take at least 6 weeks after birth.	*Not mentioned*
Payment	Unpaid but eligible for Employment Insurance benefits.	Unpaid but eligible for Employment Insurance benefits.	Unpaid but eligible for Employment Insurance benefits.	Unpaid but eligible for Employment Insurance benefits.
Additional Information	Employees may be entitled to a greater amount of leave due to employer policy or collective agreements or employment contracts.	If a newly born or arrived child is not in the care of a parent (due to medical reasons) an employee can return to work and defer parental leave until the child comes in to parent's care.		Employees can request an additional 5 weeks of parental leave for a child who has physical, psychological, or emotional conditions requiring extra parental care.

	Manitoba	New Brunswick	Newfoundland and Labrador	Northwest Territories
Pregnancy/ Maternity Leave	Up to 17 weeks starting no earlier than 17 weeks before due date and ending no later than 17 weeks after delivery date.	Up to 17 weeks starting no earlier than 13 weeks before due date.	Up to 17 weeks starting no earlier than 17 weeks before due date (also applies for adoption leave).	Up to 17 weeks starting no earlier than 17 weeks before due date.
Parental Leave	Up to 63 consecutive weeks starting within the 18 month period following birth or child coming in to parent's care.	Up to 62 consecutive weeks starting within the 78 week period following birth or coming in to parent's care.	Up to 61 weeks starting within the 35 week period following birth or coming in to parent's care. Parental leave may occur within the first 96 weeks after the child is born or comes into care.	Up to 61 weeks immediately following birth or coming into parent's care.
Shared Parental Leave	*Not mentioned.*	If both parents share parental leave, cumulative leave must not exceed 62 weeks.	The maximum amount of leave available to any one employee is 61 weeks.	Eligible two-parent families can choose to share parental leave up to a maximum of 69 weeks within an 86 week period.
Timing	Employees who take both pregnancy and parental leave must do so in one consecutive period unless the employer agrees otherwise.	Combined pregnancy and parental leave must not exceed 78 weeks.	Employees who take both pregnancy and parental leave must do so in one consecutive period unless the employer agrees otherwise or the child has not come in to parent's care.	Employees who take both pregnancy and parental leave must do so in one consecutive period. Combined pregnancy and parental leave must not exceed 78 weeks.
Notice requirements	For pregnancy and parental leave, provide written notice 4 weeks prior (and medical documentation upon employer request).	For pregnancy and parental leave, provide notice 4 months prior (and medical documentation upon employer request).	For pregnancy leave, provide notice 2 weeks prior (and medical documentation upon employer request).	For pregnancy leave and parental leave, provide notice 4 weeks prior (and medical documentation upon employer request).
Employment requirements	Must be employed by the same employer for 7 consecutive months to be entitled to pregnancy and parental leave.	*Not mentioned*	Must be employed by the same employer for 20 consecutive weeks to be entitled to pregnancy and parental leave.	Must be employed for a prescribed length of time determined by employer.
Payment	Unpaid but eligible for Employment Insurance benefits.	Unpaid but eligible for Employment Insurance benefits.	Unpaid but eligible for Employment Insurance benefits.	Unpaid but eligible for Employment Insurance benefits.
Additional Information				If an employee is adopting more than one child and they come in to parent's care at substantially the same time, the employee can take parental leave beginning the day the first child arrives and ending one year after the last child arrives.

	Nova Scotia	Nunavut	Prince Edward Island	Quebec
Pregnancy/ Maternity Leave	Up to 16 weeks.	Up to 17 weeks starting no earlier than 17 weeks before due date.	Up to 17 weeks starting no earlier than 13 weeks before due date.	Up to 18 weeks starting no earlier than 16 weeks before due date and ending within 18 weeks of due date. Paternity leave is 5 weeks starting no earlier than 1 week before due date and ending no later than 52 weeks after birth or coming in to parent's care.
Parental Leave	Up to 77 weeks starting within the 18 month period following birth or coming in to parent's care for a parent who did not take pregnancy leave, and 61 weeks following birth or coming in to parent's care for a parent who took pregnancy leave.	Up to 37 weeks following birth or coming in to parent's care, and ending no later than 12 months after start date.	Up to 62 weeks starting within the 52 week period following birth or coming in to parent's care.	Up to 52 weeks starting within the 70 week period following birth or coming in to parent's care.
Shared Parental Leave	*Not mentioned.*	*Not mentioned.*	Aggregate amount of pregnancy and parental leave taken by one or two employees cannot exceed 78 weeks.	If both parents share parental leave, cumulative leave must not exceed 52 weeks.
Timing	Employees who take both pregnancy and parental leave must do so in one consecutive period lasting no longer than 77 weeks.	Employees are entitled to a maximum of 52 weeks of combined pregnancy and parental leave. Employees who take pregnancy and parental leave must do so in one consecutive period.	Employees who take both pregnancy and parental leave must do so in one consecutive period.	Pregnancy and paternity leave are in addition to parental leave. If both parents share parental leave, cumulative leave must not exceed 52 weeks.
Notice requirements	For pregnancy and parental leave, provide notice 4 weeks prior (and medical documentation upon employer request).	For pregnancy and parental leave, provide notice 4 weeks prior (and medical documentation upon employer request).	For pregnancy and parental leave, provide notice 4 weeks prior (and medical documentation upon employer request).	For pregnancy and parental leave, provide notice 3 months prior (and medical documentation upon employer request).
Employment requirements	Employees do not need a certain length of service to qualify for pregnancy and parental leaves.	Must be employed by employer for 12 consecutive months.	Must be employed by same employer for any 20 weeks of the 52 weeks prior to proposed leave.	*Not mentioned*
Payment	Unpaid but eligible for Employment Insurance benefits.	Unpaid but eligible for Employment Insurance benefits.	Unpaid but eligible for Employment Insurance benefits.	Eligible for Quebec Parental Insurance Plan benefits.
Additional Information	If a newly born or arrived child is hospitalized for more than one week, an employee can return to work and defer parental leave until the child leaves the hospital.		Additional 5 weeks of parental leave available when child has emotional, physical, or psychological conditions requiring extra parental care.	Pregnancy and parental leave can be extended when a pregnant employee's health necessitates time away from work, or a child is ill.

	Saskatchewan	Yukon
Pregnancy/ Maternity Leave	Up to 19 weeks (15 weeks if employee fails to give notice) starting no earlier than 13 weeks before due date.	Up to 17 weeks.
Parental Leave	Up to 59 weeks for birth parent or primary caregiver. Up to 63 weeks for parent who did not take pregnancy or adoption leave, beginning no earlier than 13 weeks before due date and ending no later than 78 weeks after birth or coming in to parent's care.	Up to 63 weeks following birth or coming in to parent's care, and ending no later than 78 weeks after birth or coming in to parent's care.
Shared Parental Leave	If two employees are taking leave with respect to the same child, parental leave must be taken during the 86 weeks following the actual date of birth or the actual date on which the child comes into the employee's care.	If both parents take parental leave, cumulative leave must not exceed 71 weeks.
Timing	For one employee, parental leave must be taken during the 13 weeks preceding the estimated date of birth or the estimated date on which the child is to come into the employee's care. Employees who take both pregnancy and parental leave must do so in one consecutive period lasting no longer than 78 weeks after birth or child coming in to parent's care.	Employees who take both pregnancy and parental leave must do so in one consecutive period.
Notice requirements	For pregnancy and parental leave, provide written notice 4 weeks prior (and medical documentation upon employer request).	For pregnancy and parental leave, provide written notice 4 weeks prior (and medical documentation upon employer request).
Employment requirements	Must be employed by the same employer for 13 consecutive weeks to be entitled to pregnancy and parental leave.	Must be employed continuously for 12 months to be entitled to pregnancy and parental leave.
Payment	Unpaid but eligible for Employment Insurance benefits.	Unpaid but eligible for Employment Insurance benefits.
Additional Information	Pregnancy leave can be extended by 6 weeks in certain circumstances.	

For detailed information, see the following government sources:

- **Federal**: Read more.
- **Ontario**: Read more.
- **Alberta**: Read more.
- **British Columbia**: Read more.
- **Manitoba**: Read more.
- **New Brunswick**: Read more.
- **Newfoundland and Labrador**: Read more.
- **Nova Scotia**: Read more.
- **Prince Edward Island**: Read more.
- **Quebec**: Read more.
- **Saskatchewan**: Read more.
- **Northwest Territories**: Read more.
- **Nunavut**: Read more.
- **Yukon**: Read more.

9. WORKPLACE WELLBEING AND SAFETY RESOURCES

OHS ANSWERS FACT SHEETS – CANADIAN GOVERNMENT DEPARTMENTS RESPONSIBLE FOR OH&S (CANADIAN CENTRE FOR OCCUPATIONAL HEALTH AND SAFETY)[99]

The 14 jurisdictions in Canada – one federal, 10 provincial, and three territorial – each have their own occupational health and safety (OH&S) legislation. The federal health and safety legislation applies to employees of the federal government, including Crown agencies and corporations across Canada, as well as employees of federally regulated companies or sectors that operate across provincial or international borders.

Approximately 6 percent of the Canadian workforce falls under the OH&S jurisdiction of the federal government. The remaining 94 percent of Canadian workers fall under the legislation of the province or territory where they work.

To access the fact sheets, click here.

10 KEYS FOR GENDER SENSITIVE OSH PRACTICE – GUIDELINES FOR GENDER MAINSTREAMING IN OCCUPATIONAL SAFETY AND HEALTH (INTERNATIONAL LABOUR OFFICE)[100]

These guidelines help organizations take a gender-sensitive approach to mainstreaming gender into occupational safety and health policies and practices to provide a safer workplace for both women and men. The resource helps integrate gender issues into analyses, formulation, and monitoring of policies, programs, and preventive measures to reduce inequalities between women and men.

1. Taking a gender mainstreaming approach to reviewing and developing OSH legislation
2. Developing OSH policies to address gender inequalities in OSH practice
3. Ensuring consideration of gender differences in risk management
4. OSH research should properly take into account gender differences
5. Developing gender-sensitive OSH indicators based on sex-disaggregated data
6. Promoting equal access to occupational health services and health care for all workers
7. Ensuring the participation of both women and men workers and their representatives in OSH measures, health promotion, and decision making
8. Developing gender-sensitive OSH information, education, and training about the differences in the way women and men may be exposed to risks at work
9. Designing work equipment, tools, and personal protective equipment for both men and women
10. Working time arrangements and work-life balance

To read the full guidelines, click here.

INCLUDING GENDER ISSUES IN RISK ASSESSMENT (EUROPEAN AGENCY FOR SAFETY AND HEALTH AT WORK)[101]

This guide provides a model for making risk assessment more gender-sensitive. It focuses on five stages of risk assessment and recommending how to include gender in each of them.

1. **Hazard Identification –** include gender by:
- Considering hazards prevalent in both male- and female-dominated jobs
- Considering the entire workforce without forgetting part-time, temporary, and those employees on leave
- Encouraging women to report issues

2. **Risk assessment –** include gender by:
- Not making assumptions based only on job description or title
- Involving women in risk assessment
- Including gender in stress, reproductive health, and musculoskeletal disorders assessments

3. **Implementation of solutions –** include gender by:
- Aiming to eliminate risks at source, to provide a safe and healthy workplace for all employees
- Involving women in decision making and implementation of solutions
- Ensuring all genders are provided with OHS information and training relevant to their jobs

4 & 5. **Monitoring and Review –** include gender by:
- Keeping up to date with new information about gender-related occupational health issues
- Recording occupational health issues and accidents

To access this resource, click here.

99   Canadian Centre for Occupational Health and Safety, "Occupational Health and Safety Legislation in Ontario," n.d.
100 International Labour Office, "10 Keys for Gender Sensitive OSH Practice – Guidelines for Gender Mainstreaming in Occupational Safety and Health," 2013.
101 European Agency for Safety and Health at Work, "Including Gender Issues in Risk Assessment," 2003.

OHS ANSWERS FACT SHEETS – VIOLENCE IN THE WORKPLACE (CANADIAN CENTRE FOR OCCUPATIONAL HEALTH AND SAFETY)[102]

This resource is an extensive fact sheet from the Canadian Centre for Occupational Health and Safety on preventing violence in the workplace. The resource includes information on what work-related factors increase the risk of violence, elements to help recognize if the workplace is at risk, what can be done to prevent violence in the workplace, and examples of preventive measures.

What can I do to prevent violence in my workplace?

According to CCOHS, the most important component of any workplace violence prevention program is management commitment communicated through a written policy. The policy should:

- Be developed by management and employees' representatives, and apply to management, employees, clients, independent contractors, and anyone who has a relationship with your organization.
- Define what workplace violence means in concrete language and provide clear examples of unacceptable behaviour and working conditions.

- State in clear terms the organization's commitment towards workplace violence and the consequences of violent acts.
- Outline confidential processes to report incidents, encourage reporting, and ensure no reprisals.
- Establish procedures to investigate and resolve complaints and commit to support victims.
- Commit to fulfill violence prevention training to all personnel.

To access this full resource, click here.

IT'S TIME: 5-STEP SEXUAL HARASSMENT RISK MITIGATION STRATEGY FOR EMPLOYERS (MCINNIS COOPER)[103]

This resource provides an overview of several provincial and federal occupational, health, and safety laws, human rights laws, employment standards laws, and criminal laws. It also details the importance of understanding business and financial liability risks, complaint mechanisms and systems, as well as the roles of perpetrators, victims, and employers. Canadian law firm McInnis Cooper has created a five-step risk mitigation plan to help employers minimize the growing legal, financial liability, and business risks of workplace sexual harassment. These steps include:

1. Admit that sexual harassment can happen in any workplace.
2. Make it a (high priority) corporate governance matter – the risks warrant it.
3. Assess your current situation – and the current sexual harassment and violence risks.
4. If you have a workplace sexual harassment policy, review and revisit it; if you don't, develop and implement one now.
5. Document everything and maintain the records (for a long time).

To learn more, click here.

IS IT HARASSMENT? A TOOL TO GUIDE EMPLOYEES (GOVERNMENT OF CANADA)[104]

This tool is directed to employees as a starting point to analyze what constitutes harassment and determine if a situation might be workplace harassment. The tool provides a definition of harassment under the Policy on Harassment Prevention and Resolution, identifies where workplace harassment can occur, what criteria constitutes harassment, examples of what does or doesn't constitute workplace harassment, context questions to frame different situations, and what to do in case of harassment.

Where can workplace harassment occur?

- On business trips
- At a conference where the attendance is sponsored by the employer
- At employer-sponsored training activities
- At employer-sponsored events, including social events

Some examples of what constitutes harassment:

- Making rude, degrading or offensive remarks
- Unwanted sexual advances which may or may not be accompanied by threats
- Destabilizing the person by making fun of his or her beliefs, values, political and/or religious choices, and mocking his or her weak points

Some examples of what does not constitute harassment:

- Normal exercise of management's right to manage such as the day-to-day management operations, performance at work or absenteeism, etc.
- Workplace conflict in itself does not constitute harassment but could turn into it
- Difficult conditions of employment, professional constraints, and organizational changes

To access this tool, click here.

102 Canadian Centre for Occupational Health and Safety, "Violence in the Workplace," 2019.
103 Bradley Proctor and Katie Roebothan, "It's Time: A 5-Step Sexual Harassment Risk Mitigation Strategy for Employers," *McInnes Cooper,* 2018.
104 Government of Canada, "Is It Harassment? A Tool to Guide Employees," 2015.

SEXUAL HARASSMENT IN THE WORKPLACE: HOW COMPANIES CAN PREPARE, PREVENT, RESPOND, AND TRANSFORM THEIR CULTURE (CATALYST)[105]

According to Catalyst's report, there are four important actions organizations can take to create safe and fair workplaces.

PREPARE

1. Cultivate a zero-tolerance policy for sexual harassment. Take proactive steps to make this policy and your company's commitment visible.
2. Set guidelines to help employees understand appropriate norms for human interaction and affection in the workplace.
3. Create processes to consider how sexual harassment affects women of colour and other marginalized groups in your organization.
4. Educate yourself about your organization's policies and procedures for when the board should be involved with or notified of sexual harassment complaints.
5. Galvanize across functions to help employees have quick access to resources.

PREVENT

1. Accelerate parity in representation of women at all levels, including your Board of Directors.

2. Educate and train leaders on forms of sexual harassment – including how to escalate.
3. Focus on effective anti-sexual harassment training.

RESPOND

1. Reinforce your company's zero-tolerance policy for sexual harassment and retaliation.
2. Investigate all claims promptly and fairly.
3. Honour the target of sexual harassment and follow up accordingly.
4. Allow space for support, understanding, and, ultimately, compassion.

TRANSFORM

1. Build a climate of respect and accountability.
2. Evaluate your company's dominant business culture.
3. Address heavy alcohol consumption at work functions.

Additional sexual harassment resources from Catalyst can be found here or at the links below:[106]

- Infographic: Sexual Harassment in the Workplace: What Employers Need to Know
- Webinar Recording: Sexual Harassment in the Workplace

A 15-POINT PLAN FOR BOARDS AND CEOS TO ERADICATE SEXUAL HARASSMENT IN THEIR ORGANIZATIONS (FORBES)[107]

This resource provides a list of actions that leaders of organizations should take to eliminate sexual harassment in their workplaces.

1. Establish accountability.
2. Immediately request an audit of every open case of sexual harassment and a 5-10-year look-back of every closed, settled, sealed or discarded case ever brought to the organization's attention.
3. Introduce a sexual harassment hotline that bypasses HR, is administered by an outside provider, and is reported directly to the board.
4. When a credible accusation is made, the accused should be put on a paid leave of absence while an investigation ensues.
5. Do not dismiss, deny, defend, or blame the victim.
6. Maintain and defend a pristine due process.
7. Make it explicit in every way you can that harassment, abuse, or misbehaviour will not be tolerated.
8. Be proactive.
9. Put incentives in place.
10. Clarify the role of HR in sexual harassment cases.

11. Promote a "see something, say something" environment.
12. Conduct bystander training throughout the organization.
13. Leaders should actively protect someone that might be in danger.
14. Get more women on boards and in C-suites.
15. Beware of backlash.

To read more about this article, click here.

DEALING WITH SEXUAL HARASSMENT WHEN YOUR COMPANY IS TOO SMALL TO HAVE HR (HARVARD BUSINESS REVIEW)[108]

This *Harvard Business Review* article discusses what small companies can do to prevent and address sexual harassment. Some of the recommendations discussed are:

- Leaders should be conscious of the factors promoting a toxic work culture (e.g. predominately male executive staff, layers of hierarchy in power, indifference).
- Leaders should establish clear policies outlining what constitutes sexual harassments, which behaviours will not be tolerated, and what employees should do if they see or experience misconduct.
- Leaders should enforce these rules by designating clear roles for people within the organization.

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105 Lauren Daley et al., "Sexual Harassment in the Workplace: How Companies Can Prepare, Prevent, Respond, and Transform Their Culture," *Catalyst,* 2018.

106 Catalyst, "Sexual Harassment in the Workplace – What Employers Need to Know," 2018; Catalyst, "Webinar Recording: Sexual Harassment in the Workplace," 2018.

107 Davia Temin, "A 15-Point Plan for Boards and CEOs to Eradicate Sexual Harassment in Their Organizations," *Forbes,* 2018.

108 Karen Firestone, "Dealing with Sexual Harassment When Your Company Is Too Small to Have HR," *Harvard Business Review*, 2018.

To read the full article, click here.

A POLICY PRIMER: GUIDE TO DEVELOPING HUMAN RIGHTS POLICIES AND PROCEDURES (ONTARIO HUMAN RIGHTS COMMISSION)[109]

This primer provides organizations with practical guidance for developing effective and fair ways to prevent and respond to human rights issues, including harassment, discrimination, and accommodation needs. This resource also lists several components of an effective set of organizational policies, procedures, and practices, such as the importance of establishing commitment from senior leadership, consulting stakeholder and expert groups, as well as understanding the complexity and size of the organization. It also states that all policies, plans, and procedures should reflect the current state of law and policy, consider organizational structural changes and barriers, and identify new human rights issues that may emerge.

The OHRC suggests that a complete strategy to prevent and address human rights issues should include:

- A plan for preventing, reviewing and removing barriers
- Anti-harassment and anti-discrimination policies

- An internal complaints procedure
- An accommodation policy and procedure
- An education and training program
- Stakeholder consultation and communication strategies

To learn more, click here.

WHAT WILL IT TAKE? PROMOTING CULTURAL CHANGE TO END SEXUAL HARASSMENT (UN WOMEN)[110]

This discussion paper provides guidance and insights to help employers prioritize the needs of the victim–survivors in sexual violence, harassment, and discrimination incidents. UN Women describe practical measures for cultural change, international normative standards, as well as several case studies of how organizations are approaching sexual harassment in the workplace. For instance, this paper states that establishing zero tolerance for sexual harassment in the workplace is critical and must be woven into the culture of an organization. Essential elements of zero-tolerance practice in an organization include always supporting individuals who report harassment, refusing to sanction perpetrators, and ensuring that equality and non-discrimination are integrated into its policies and practices.

UN Women identify five areas of work for lasting cultural change:

1. Victim-focused work
2. Training
3. Collective ownership
4. Zero tolerance
5. Make reporting rational

To learn more, click here.

ASSEMBLING THE PIECES: AN IMPLEMENTATION GUIDE TO THE NATIONAL STANDARD OF CANADA FOR PSYCHOLOGICAL HEALTH AND SAFETY IN THE WORKPLACE (MENTAL HEALTH COMMISSION OF CANADA)[111]

This guide provides direction on the National Standard of Canada for Psychological Health and Safety in the Workplace. The Mental Health Commission of Canada has developed this standard to help organizations protect the mental health of their employees and encourage their wellness. There are several resources available, including an implementation guide, posters, case study research, and testimonials. Another of these resources is a handbook, which includes a step-by-step guide for organizations to implement the standard in four key phases: build the foundation, identify opportunities, set objectives, and implement.

To access the handbook, click here.

To learn more about the Standard, click here.

PEOPLE WANT THEIR EMPLOYERS TO TALK ABOUT MENTAL HEALTH (HARVARD BUSINESS REVIEW)[112]

This article discusses how organizations can use an intersectional lens to approach mental health. It also emphasizes how employees expect conversations about mental health to be normalized and encouraged in the workplace.

In addition, this article includes a list of private sector good practices:

- **Start at the top:** Encourage executive teams and senior management to share their experiences about mental health with their teams and employees.
- **Invest in education:** Use training programs to equip managers and employees with the knowledge and resource to identify, normalize, and navigate mental health in the workplace.
- **Provide support:** Ensure that employees have access to a variety of mental health benefits and related programs, and ensure that policies are communicated throughout the organization.

To learn more, click here.

109 Ontario Human Rights Commission, "A Policy Primer: Guide to Developing Human Rights Policies and procedures," 2013.
110 UN Women, "What Will It Take? Promoting Cultural Change to End Sexual Harassment," 2019.
111 Mental Health Commission of Canada, "Assembling the Pieces: An Implementation Guide to the National Standard of Canada for Psychological Health and Safety in the Workplace," n.d.
112 Kelly Greenwood et al., "Research: People Want Their Employers to Talk About Mental Health," *Harvard Business Review,* 2019.

FEDERAL, PROVINCIAL, AND TERRITORIAL COMPASSIONATE CARE LEAVE INFORMATION

Collected from the Canada Labour Code and provincial and territorial Employment Standards Acts (as of May 2020):

	FEDERAL	Ontario	Alberta	British Columbia
Name	Compassionate Care Leave	Family Medical Leave	Compassionate Care Leave	Compassionate Care Leave
Description	Provide care and support for an individual related to an employee including spouse or common-law partner, a child, or parent.	Provide care and support for an individual related to an employee including spouse or common-law partner, a child, parent, or someone like family.	Provide care and support for an individual related to an employee including spouse or common-law partner, a child, parent, or someone like family.	Provide care and support for a family member including employee's immediate family and any other individual who is a member of a prescribed class.
Interactions with Other Leaves	An employee cannot take a leave related to compassionate care while taking leave related to critical illness or one or more employees are taking leave related to critical illness in respect of the same person. Both leaves can be taken consecutively.	An employee may be entitled to more than one leave for the same event. Each leave is separate. Family Caregiver Leave is another leave available for employees with relatives with a serious condition but who do not have a significant risk of death.	*Not mentioned.*	*Not mentioned.*
Timing	Up to 28 weeks within a 52-week period.	Up to 28 weeks within a 52-week period, can be taken in blocks of 1 week minimum.	Up to 27 weeks which can be split into installments of at least one week.	Up to 27 weeks which can be split into units of one more weeks within a 52-week period. Leave can be extended after 52-week period for another 27-weeks.
Notice requirements	Medical certificate from health practitioner is required. Notice provided as soon as possible or if leave is more than 4 weeks, 4 week's notice.	Medical certificate is required. Notice should be provided as soon as possible.	Medical certificate and written notice 2 weeks prior to starting leave or as soon as is reasonable.	Medical certificate indicating family member has a serious medical condition, has a significant risk of death within the next 26 weeks.
Eligibility	Available to all employees regardless of length of service with employer.	Available to all employees regardless of length of service with employer or type of employee.	Employee must be employed for at least 90 days with same employer. Family member must have a serious medical condition with a significant risk of death within 26 weeks.	Available to all employees regardless of length of service with employer or type of employee. Family member must have a serious medical condition with a significant risk of death within 26 weeks.
Payment	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.
Additional Information	A new medical certificate is not required if the family member remains gravely ill after 26 weeks.	Family members must share the 28 weeks of leave, but the leave periods can be consecutive or occurring at different times.	If family member still requires care after 27-week period has ended, leave may be requested again with a new medical certificate.	Family member can include an individual who is like a close relative whether or not they are related to the employee by blood, adoption, marriage or common-law partnership.

	Manitoba	New Brunswick	Newfoundland and Labrador	Northwest Territories
Name	Compassionate Care Leave	Compassionate Care Leave	Compassionate Care Leave	Compassionate Leave
Description	Provide care and support for a family member including employee's immediate family and any other individual who is a member of a prescribed class.	Provide care and support for a family member who is an individual with close family relationship.	Provide care and support for an individual related to an employee including spouse's or co-habiting partner's family.	Provide care or support to a family member of the employee.
Interactions with Other Leaves	*Not mentioned.*	Should the person in a close family relationship die, compassionate care leave expires and bereavement leave may then be taken by the employee.	*Not mentioned.*	Family Caregiver Leave cannot be taken until Compassionate Leave has ended.
Timing	Up to 28 weeks in one or two periods that must be at least 1 week long.	Up to 28 weeks and can be broken up into periods with at least a 1-week duration.	Up to 28 weeks and can be broken up into periods with at least a 1-week duration.	Up to 27 weeks and can be broken up into periods with at least a 1-week duration.
Notice requirements	If possible, at least one pay period notice. Medical certificate indicating family member has a serious medical condition, has a significant risk of death within the next 26 weeks.	Notice and medical certificate should be given to employer as soon as possible.	At least 2 weeks notice should be given indicating length of leave, unless there is a valid reason why notice cannot be given. Medical certificate should be provided.	Employee must submit application to employer advising expected duration of leave. Medical certificate must be provided if requested.
Eligibility	Employee must be employed for at least 90 days with same employer. Family member must have a serious medical condition with a significant risk of death within 26 weeks.	No length of service requirement for employees. Family member must have a serious medical condition with a significant risk of death within 28 weeks.	Employee must be employed for at least 30 days with same employer. Family member must have a serious medical condition with a significant risk of death within 28 weeks.	Family member must be suffering from a serious medical condition with a significant risk of death within 27 weeks.
Payment	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.
Additional Information	Unless agreed otherwise, an employee who wants to return earlier than the agreed upon date must give at least 48 hours notice.	Leave may be shared by two or more employees but the total leave period taken by the employees may not exceed 28 weeks.	Leave ends when either the leave period expires, the family member dies, or the specified end date of leave.	Leave may be shared by two or more employees but the total leave period taken by the employees may not exceed 27 weeks.

	Nova Scotia	Nunavut	Prince Edward Island	Quebec
Name	Compassionate Care Leave	Compassionate Care Leave	Compassionate Care Leave	Family or Parental Leave and Absences
Description	Provide care or support to a family member (or a person like family).	Provide care or support to a family member.	Provide care and support to a family member.	Provide care or support to a relative or person for whom the employee acts as a caregiver.
Interactions with Other Leaves	*Not mentioned.*	*Not mentioned.*	*Not mentioned.*	*Not mentioned.*
Timing	Up to 28 weeks within a 52-week period and can be broken up into periods of at least 1-week in duration.	Up to 8 weeks in periods of no less than 1 week.	Up to 28 weeks and can be broken up into periods with at least a 1-week duration.	Up to 27 weeks within a 12-month period and up to 104 weeks if this person is the employee's minor child.
Notice requirements	Employees should give as much notice as possible. Medical certificate must be provided if requested.	At least 4 weeks before leave, if possible. Medical certificate must be provided.	Medical certificate must be provided a maximum 15 days after return to work.	As quickly as possible.
Eligibility	Employee must be employed for at least 3 months with same employer. Family member must be suffering from a serious medical condition with a significant risk of death within 26 weeks.	Every employee is entitled to and shall be granted leave. Family member must be suffering from a serious medical condition with a significant risk of death within 26 weeks.	Every employer shall grant an unpaid leave of absence to an employee. Family member must be suffering from a serious medical condition with a significant risk of death within 26 weeks.	Available to all employees regardless of length of service with employer. Family member must be suffering from a serious medical condition with a significant risk of death.
Payment	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.
Additional Information		Leave may be shared by two or more employees but the total leave period taken by the employees may not exceed 8 weeks.	Total amount of leave may be taken by two or more employees may not exceed 26 weeks.	

	Saskatchewan	Yukon
Name	Compassionate Care Leave	Compassionate Care Leave
Description	Provide care or support to a family member who is gravely ill.	Provide care or support to a family member with a serious medical condition.
Interactions with Other Leaves	*Not mentioned.*	*Not mentioned.*
Timing	Up to 28 weeks within a 52-week period and can be broken up into periods of at least 1-week in duration.	Up to 8 weeks taken in blocks of minimum 1 week.
Notice requirements	As soon as possible before leave begins. Doctor's note upon employer request.	Medical certificate should be provided on request.
Eligibility	Employee must have worked with the employer for more than 13 consecutive weeks. Family member must be suffering from a serious medical condition with a significant risk of death within 26 weeks.	Available to all employees regardless of length of service with employer. Family member must be suffering from a serious medical condition with a significant risk of death within 26 weeks.
Payment	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.
Additional Information	Employee can return to same job if the leave is 60 days or less. Employer may reinstate the employee into a comparable job if the leave is longer then 60 but the same rate of pay and benefits as before the leave must be provided.	The leave may be shared between 2 or more employees and may be taken outside of Canada.

For detailed information, see the following government sources:

- **Federal**: Read more.
- **Ontario**: Read more.
- **Alberta**: Read more.
- **British Columbia**: Read more.
- **Manitoba**: Read more.
- **New Brunswick**: Read more.
- **Newfoundland and Labrador**: Read more.
- **Nova Scotia**: Read more.
- **Prince Edward Island**: Read more.
- **Quebec**: Read more.
- **Saskatchewan**: Read more.
- **Northwest Territories**: Read more.
- **Nunavut**: Read more.
- **Yukon**: Read more.

FEDERAL, PROVINCIAL, AND TERRITORIAL CRITICAL ILLNESS LEAVE INFORMATION

Collected from the Canada Labour Code and provincial and territorial Employment Standards Acts (as of May 2020):

	FEDERAL	Ontario	Alberta	British Columbia
Name	Leave Related to Critical Illness	Critical Illness Leave	Critical Illness Leave	Critical Illness or Injury Leave
Description	Leave to provide care or support to a critically ill child or critically ill adult who the employee is a family member of.	Leave to provide care or support to a critically ill minor child or adult who is a family member of the employee.	Leave to provide care or support to a critically ill child or adult who is a family member of the employee.	Leave to care for a family member whose health has significantly changed due to critical illness or injury, and whose life is at risk.
Timing	Up to 37 and 17 weeks for a critically ill child and adult, respectively, within a 52-week period. Leave can be taken in broken up periods of minimum 1 week.	Up to 37 and 17 weeks for a critically ill child and adult, respectively, within a 52-week period. The length of leave may be less if the medical certificate states that the full leave is not required.	Up to 36 and 16 weeks for a critically child and adult, respectively. Periods of at least 1 week.	Up to 36 weeks for a family member under the age of 19, and 16 weeks for a family member who is 19 and over within 52 weeks. Leave can be taken in different periods of at least 1 week within 52-week period.
Medical Certificate Requirements	Medical certificate stating that the child or adult is critically ill must be provided.	Medical certificate stating that the family member is critically ill, what illness, that care is required, and the period during which the family member requires care or support.	Medical certificate stating the critically ill family member requires care or support, and start and leave date of period prior to starting leave, or as soon as is reasonable.	Medical certificate must be provided stating that the family member's health has significantly changed and their life is at risk as a result of the illness or injury.
Notice Requirements	Written notice, as soon as possible. If more than 4 weeks leave is taken, 4 weeks' notice must be provided unless there is a valid reason why that cannot be done.	Written notice, as soon as possible before leave. If leave begins before notifying employer, employee must notify in writing and provide a written plan as soon as possible.	Written notice as soon as is reasonable, must include estimated date of return to work. At least 1 week's notice for intended return date.	Leave should be requested as soon as possible, before or after leave has started.
Eligibility	Every employee considered to be a family member of a critically ill child under the age of 18 or critically ill adult shall be granted leave.	At least 6 consecutive months (full-time, part-time, permanent, or term contract). Employee should be considered a family member of critically ill child or adult.	Employed for at least 90 days with the same employer. If note, employees may still be granted leave but employers are not legally obligated to do so.	All employees are entitled to unpaid leave. Family member should be considered to be a member of the employee's immediate family.
Payment	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.
Additional Information	Leave can be shared as long as combined duration of the leave does not exceed 37 weeks for a child and 17 for an adult. If 2 or more children are critically ill, the employee is eligible for leave of 37 weeks for each child.	An employee may be entitled to more than one leave for the same event. Leave can be shared but combined duration of the leave must not exceed 37 weeks for a child and 17 for an adult. Leave can be extended if family member is still critically ill and a new medical certificate is provided.	If more than one family member of the same critically ill child or adult is employed by the same employer, the employer is not required to grant this leave for more than one of the employees at the same time.	If the employee takes a leave and the family member remains at risk 52 week after the leave began, the employee may take a further leave after obtaining a new certificate.

	Manitoba	New Brunswick	Newfoundland and Labrador	Northwest Territories
Name	Leave Related to Critical Illness	Critically Ill Child Leave or Critically Ill Adult Leave	Critical Illness Leave	Family Caregiver Leave
Description	Unpaid leave to allow employees to provide care and support for a critically ill family member.	Unpaid leave to allow parents or other family members to provide care for a critically ill child or critically ill adult.	Unpaid leave of absence to provide care or support to a critically ill family member.	Unpaid leave for an employee who is a family member of a critically ill child under the age of 18 or adult who is 18 years or older.
Timing	Up to 37 weeks within a 52-week period for critically ill child under 18 years old. Up to 17 weeks within a 52-week period for critically ill adult. Leave can be taken in one or more periods of at least one week.	Up to 37 weeks for a critically ill child under the age of 18 and up to 16 weeks for a critically ill adult.	Up to 37 and 17 weeks for a critically ill child and adult, respectively, within a 52-week period. Leave can be taken in broken up periods of minimum one week.	Up to 37 and 17 weeks for a critically ill child and adult, respectively, within a 52-week period. Leave can be taken in broken up periods of minimum one week.
Medical Certificate Requirements	Employees must provide their employer with a doctor's note indicating that the family member is critically ill and requires the care or support of the employee for a specified amount of time.	Doctor's certificate required stating that the individual is critically ill and requires the care or support of their parents or other family members, and the period during which the individual requires that care or support.	Medical certificate must state that the child or adult is critically ill and requires the care or support of the employee, and sets out the period during which the child or adult requires care or support.	If requested by employer, a medical certificate should confirm critical illness for which leave is requested.
Notice Requirements	At least one pay period of notice before leave or as soon as possible.	Written notice as soon as possible including anticipated start and end date. Employer should be notified of any changes to leave duration.	Written notice at least 2 weeks before intended leave, unless there is a valid reason why that notice cannot be given. Notice must include intended length of leave.	Employee must submit a request for family caregiver leave advising employer of expected duration of the leave.
Eligibility	At least 30 days for employee who is a family member of a critically ill child under 18 years old. At least 90 days for critically ill adult. Family member must have a life-threatening illness or injury.	*Not mentioned.*	At least 30 days with the same employer.	*Not mentioned.*
Payment	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.
Additional Information	If a child or adult remains critically ill after the 52 week period that the leave was taken in, an employee can take the leave again with the same eligibility requirements.	If both parents or family members give are employees, leave may be taken wholly by one employee or shared between them for no more than an aggregate amount of 37-weeks for a critically ill child and 16-weeks for a critically ill adult.		No leave can be taken by one or more employees for a critically ill adult before the end period if leave was granted for a critically ill child in respect of the same person. No compassionate leave may be taken by one or more employees before the end of family caregiver leave in respect of the same person.

	Nova Scotia	Nunavut	Prince Edward Island	Quebec
Name	Critically Ill Child Care Leave or Critically Ill Adult Care Leave	*No critical illness injury leave.*	Leave Related to Critically Ill Child	Family or Parental Leave and Absences
Description	Unpaid leave that allows an employee to take time off work to provide care and support to a critically ill or injured child under the age of 18 or a critically ill or injured adult who is 18 years or older.		Unpaid leave up to 37 weeks for an employee who is the parent of a critically ill child (18 years or younger) for the purpose of providing care and support to the critically ill child.	Leave regarding a close relative for whom the employee serves as a natural caregiver.
Timing	Up to 37 and 16 weeks for a critically ill child and adult, respectively, within a 52-week period. Leave can be taken in broken up periods of minimum one week.		Up to 37 weeks within a 52-week period. May be taken in periods of not less than one week.	Up to 16 weeks within a 12-month period and up to 36 weeks over a 12-month period if the person is a minor child.
Medical Certificate Requirements	Medical certificate stating that the child or adult has a critical illness and the period for which the child or adult needs care.		If requested by employer, a medical certificate should confirm critical illness for which leave is requested.	A medical certificate must certify potentially serious illness.
Notice Requirements	Written notice as soon as possible include plan setting out how the leave will be taken. Leave plan can be changed during leave with employer's agreement or by providing employer with reasonable notice.		Request should be made in writing to employer.	The employer must be notified as quickly as possible about leave and reasons for it.
Eligibility	At least 3 months with the same employer.		A continuous period of at least 3 months.	*Not mentioned.*
Payment	Unpaid but some employees may be entitled to EI.		Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.
Additional Information	Further leave can be taken if additional certificate is issued - total combined leaves can exceed 37 weeks for a child or 16 weeks for an adult within the 52-week time frame.		For an employee who is the parent of more than one critically ill child at the same time, leave commences regarding the date provided for the first of the critically ill child and ends when the last of the critically ill children dies, or the 37 weeks within the 52-week period has ended. The total amount of unpaid leave of absence that may be taken by 2 or more employees shall not exceed 37 weeks.	If the minor child of an employee has a serious and potentially mortal illness, the employee is entitled to an extension making the total leave no more than 104 weeks.

	Saskatchewan	Yukon
Name	Critical Ill Child Care Leave or Critically Ill Adult Leave	Leave Related to Critical Illness of a Child or Leave Related to Critical Illness of an Adult
Description	Unpaid leave of up to 37 weeks for the care or support to a critically ill or injured child or family member.	Unpaid leave for the family member of a critically ill child or adult of up to 37 and 17 weeks respectively in order to care for or support that individual.
Timing	Up to 37 and 17 weeks for a critically ill child and adult, respectively, within a 52-week period. Leave can be taken in broken up periods of minimum 1 week.	Up to 37 and 17 weeks for a critically ill child and adult, respectively, within a 52-week period. Leave can be taken in broken up periods of minimum 1 week.
Medical Certificate Requirements	If requested by employer, medical certificate must confirm that family member or child is ill and needs employee's assistance.	Provide certificate from qualified medical practitioner that the adult or child is critically ill and requires the care or support of one or more of their family members, and sets out the period during which the adult requires that care or support.
Notice Requirements	Written notice must be provided as soon as possible before leave begins. Employee must also notify as soon as possible on their return date.	At least 2 weeks before leave starts unless the circumstances necessitate a shorter period.
Eligibility	At least 13 weeks with the same employer.	6 months of continuous employment.
Payment	Unpaid but some employees may be entitled to EI.	Unpaid but some employees may be entitled to EI.
Additional Information		Leave may be shared by two or more employees in respect to the same child or children who are critically ill as a result of the same event. The leave may not exceed an aggregate of 37 weeks for a child or 17 weeks for an adult. The leave may be extended if the employee is caring for two or more critically ill children.

For detailed information, see the following government sources:

- **Federal**: Read more.
- **Ontario**: Read more.
- **Alberta**: Read more.
- **British Columbia**: Read more.
- **Manitoba**: Read more.
- **New Brunswick**: Read more.
- **Newfoundland and Labrador**: Read more.
- **Nova Scotia:** Read more.
- **Prince Edward Island:** Read more.
- **Quebec:** Read more.
- **Saskatchewan:** Read more.
- **Northwest Territories:** Read more.
- **Nunavut:** Read more.
- **Yukon:** Read more.

FEDERAL, PROVINCIAL, AND TERRITORIAL DOMESTIC OR SEXUAL VIOLENCE LEAVE INFORMATION

Collected from the Canada Labour Code and provincial and territorial Employment Standards Acts (as of May 2020):

	FEDERAL	Ontario	Alberta	British Columbia
Name	Leave for Victims of Family Violence	Domestic or Sexual Violence Leave	Domestic Violence Leave	Leave Respecting Domestic Sexual Violence
Description	Every employee who is a victim of family violence or who is the parent of a child who is a victim of family violence shall be granted a leave of absence from employment.	Job-protected leave for specific purposes when an employee or an employee's child has experienced or been threatened with domestic or sexual violence.	Unpaid, job-protected leave due to the effects of violence in the home.	Leave respecting domestic or sexual violence. Leave can be taken for the employee, or a child who is under the day-to-day care of the employee.
Timing	Up to 10 days in every calendar year. May be taken in 1 or more periods no less than 1 day's duration.	Up to 10 days or 15 weeks in a calendar year. Leave can be taken in part days, or full days, or periods of more than 1 day. However, for the 15-week entitlement, any leave of less than a week takes up 1 week.	Up to 10 days each calendar year. Any leave days note used by an employee cannot be carried over into a new calendar year.	Up to 10 days, in units of 1 or more days or in one continuous period, and in addition to the 10 days, up to 15 weeks. Entitlements are for each calendar year.
Documentation Requirements	If requested no later than 15 days after return to work, documentation to support reasons for leave.	An employer may require an employee to provide evidence reasonable in the circumstances that they is eligible to take domestic or sexual violence leave.	*Not mentioned.*	If requested, the employee must, as soon as practicable, provide to the employer reasonable proof that the employee is entitled to the leave.
Notice Requirements	*Not mentioned.*	Notice must be given advance or as soon as possible after starting leave. Notice does not have to be in writing for 10-day entitlement.	As soon as is reasonable before taking leave.	*Not mentioned.*
Employment Requirements	At least 3 consecutive months of continuous employment.	At least 13 consecutive weeks of employment.	At least 90 days. Employees with less than 90 days of employment may still be granted leave. However, employers aren't required to grant them leave.	The right to leave respecting domestic violence is available to all eligible employees regardless of how long they have been employed.
Payment	The first 5 days of leave are with pay at regular rate after which 5% earned over the past 20 days before leave starts. If not, leave is unpaid.	The first 5 days of leave must be paid. The rest are unpaid.	Unpaid.	Unpaid.
Additional Information	An employee is not entitled to a leave of absence with respect to any act of family violence if the employee is charged with an offence related to that act or if it is probable, that the employee committed that act.	An employee may be entitled to more than one leave for the same event. Each leave is separate and the right to each leave is independent of any right an employee may have to the other leave(s).		An employee is not entitled to leave under this section respecting an eligible person if the employee commits the domestic violence against the eligible person.

	Manitoba	New Brunswick	Newfoundland and Labrador	Northwest Territories
Name	Interpersonal Violence Leave	Domestic Violence, Intimate Partner Violence or Sexual Violence Leave	Family Violence Leave	Family Violence Leave
Description	Employees who are victims of interpersonal violence, or have dependents who are victims of interpersonal violence, will be entitled to take the leave.	Leave granted to an employee or a child of the employee when the individual is a victim of domestic violence, intimate partner violence or sexual violence	Family violence leave allows an employee time off from work to address issues arising from family violence either directly or indirectly as a caregiver.	Family violence leave for an employee or a child of the employee who experiences family violence.
Timing	There are 2 parts to interpersonal violence leave. 1) allows up to 10 days consecutively or on an intermittent basis in a 52 week period, as needed. 2) allows up to 17 weeks in a 52 week period in 1 continuous period. Can be taken in any order.	Up to 10 days, which the employee may take intermittently or in 1 continuous period, and up to 16 weeks in one continuous period in each calendar year.	Up to 10 days in a year.	Up to 10 days, and up to 15 weeks in a calendar year. Can be taken in period of no less than 1 week.
Documentation Requirements	For paid days, employees must provide reasonable verification of the need for the leave. The employer may require verification from the employee for unpaid days of leave.	*Not mentioned.*	An employee may be required to provide the employer with reasonable verification of the necessity of the leave.	An employee who takes paid leave shall provide the employer with reasonable verification of the necessity of the leave that meets the requirements.
Notice Requirements	Employees must give their employer as much notice as is reasonable in the circumstances.	The employee shall provide the employer in writing with the purposes for which the leave is to be taken, with reference to specific purposes.	Notice should include the length of time being requested and be given to the employer as soon as possible, before the leave is to begin, unless there is a valid reason why the notice cannot be given.	Written notice as soon as is reasonable and practical in the circumstances.
Employment Requirements	At least 90 days of employment.	At least 90 days of employment.	At least 30 days of employment.	*Not mentioned.*
Payment	The first 5 days of leave within a 52-week period are paid in no less than wage earned for regular hours of work.	The first 5 days are paid and the rest is unpaid. The rate of pay is equal to the wage that would have been earned during regular hours.	3 days paid, and 7 days unpaid in a given year.	The first 5 days of the 10-day leave are paid in the wages the employee would have earned had they not taken leave. The 15-week leave is unpaid.
Additional Information				

	Nova Scotia	Nunavut	Prince Edward Island	Quebec
Name	Domestic Violence Leave	*No Domestic Violence Leave.*	Domestic Violence Leave, Intimate Partner Violence Leave or Sexual Violence Leave	Absence Owing to Domestic Violence, Sexual Violence
Description	Domestic violence leave can be taken by an employee who is experiencing domestic violence or whose child (under 18) is experiencing domestic violence.		Domestic violence, intimate partner violence or sexual violence leave granted at the request of the employee.	An employee may be absent from work owing to domestic violence or sexual violence of which the employee has been a victim.
Timing	The longer part of domestic violence leave is up to 16 consecutive weeks. The shorter part of the leave is 10 days, which can be taken at different times or all at once.		Up to 10 days intermittently or in 1 continuous period during a 12-calendar-month period.	No more than 26 weeks over a period of 12 months. Up to 104 weeks if employee suffers serious bodily injury during or resulting directly from a criminal offense that renders them unable to hold their regular position.
Documentation Requirements	The employer may ask the employee to provide a form developed by the Labour Standards Division to support the employee's entitlement to domestic violence leave.			*Not mentioned.*
Notice Requirements	An employee must advise their employer in writing as soon as possible of their intention to take domestic violence leave, and the anticipated start and end date of the leave.		Employee shall advise the employer of intention to take the leave, commencement date of leave and anticipated duration of leave.	An employee must advise the employer as soon as possible of a period of absence from work, giving the reasons for it.
Employment Requirements	At least 3 months of employment.		At least 3 months of employment.	Up to 3 months of employment for paid leave.
Payment	Up to 3 days must be paid. Each day must be paid at the employee's regular wage for all hours the employee would have worked that day if the leave had not been taken.		Up to 3 days of leave must be paid.	Up to 2 days of paid absence per year.
Additional Information				

	Saskatchewan	Yukon
Name	Interpersonal Violence Leave	*No Domestic Violence Leave.*
Description	Job-protected leave for survivors of interpersonal violence or survivors of any form of sexual violence to access supports or relocate to a new home.	*As of March 2020, an amendment to the Employment Standards Act has been proposed to provide access to paid and unpaid leave for victims of domestic or sexualized violence.*
Timing	Up to 10 days.	
Documentation Requirements	Evidence of services being received if the employer requests it. Could include written confirmation from a social worker or a medical doctor, among others.	
Notice Requirements	As far as possible in advance.	
Employment Requirements	At least 13 weeks of employment.	
Payment	5 employer-paid days and 5 unpaid days.	
Additional Information		

For detailed information, see the following government sources:

- **Federal**: Read more.
- **Ontario**: Read more.
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- **Nova Scotia**: Read more.
- **Prince Edward Island**: Read more.
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- **Saskatchewan**: Read more.
- **Northwest Territories**: Read more.
- **Nunavut**: Read more.
- **Yukon**: Read more.

10. MARKETING AND ADVERTISING RESOURCES

GENDER PORTRAYAL GUIDELINES (AD STANDARDS)[113]

Advertising Standards Canada administers these guidelines with respect to the representation of women and men in advertisements. The guidelines are part of the Canadian Code of Advertising Standards, which is the Canadian advertising industry's principal instrument of self-regulation. There are six guidelines:

- **Authority:** Advertising should strive to provide an equal representation of women and men in roles of authority.
- **Decision making:** Women and men should be portrayed equally as single decision makers for all purchases, including big-ticket items.
- **Sexuality:** Advertising should avoid the inappropriate use or exploitation of sexuality of both women and men.
- **Violence:** Neither sex should be portrayed as exerting domination over the other by means of overt or implied threats, or actual force.
- **Diversity:** Advertising should portray both women and men in the full spectrum of diversity and as equally competent in a wide range of activities both inside and outside the home.

- **Language:** Advertising should avoid language that misrepresents, offends, or excludes women or men.

To read the full guide, click here.

A GUIDE TO PROGRESSIVE GENDER PORTRAYALS IN ADVERTISING – THE CASE FOR UNSTEREOTYPING ADS (THE WORLD FEDERATION OF ADVERTISERS)[114]

This guide emphasizes the need for the advertising industry to move away from gender stereotypes in advertising and provides advice and recommendations on how to do so.

Some of the recommendations include:

1. **Encourage diversity in your teams:** Does my internal team and partner team at my agencies reflect my target audience?
2. **Track performance:** What is the representation of women versus men in our ads? Are we testing our ads with an equal number of men and women, etc.?
3. **Find your purpose:** What does my brand stand for that benefits both men and women?
4. **Think long term:** Where do we want to be in the next three years on gender

diversity and proper representation? Campaigners and consumers want to see real commitment that goes beyond a single message or a particular day.
5. **Go beyond marketing:** How can I promote more positive, diverse portrayals of men and women internally and among suppliers?

To learn more, click here.

A GUIDE TO GENDER EQUALITY IN COMMUNICATIONS (KOÇ HOLDING CORPORATION)[115]

The Koç Group, an investment holding company from Turkey, developed this guide to help transform workplaces and advance gender equality through effective communication. Communications professionals can use the guide as a resource to overcome gender stereotypes in marketing, communications, and brand management.

Gender-sensitive communications requires **questioning gender stereotypes** and enables mainstreaming gender equality. Gender-sensitive communications can be defined as such:

- Inclusive use of language and visuals

- Positioning of men and women so that they are equally represented, have equal access to resources and opportunities, enjoy balanced roles and have equal share in decision making

Consider the following elements for gender-sensitive communications:

- **Who?**: Question related to representation

  Assess: the ratio of men to women; the age of all individuals being represented; the physical appearance and clothing of men and women in visual materials; and, how their roles are being portrayed

- **What?**: Question related to the distribution of resources

  Assess: who uses the time and for how long; who is pictured in what place; who owns the resources and earns the money; who uses public domain spaces and for how long; who receives what information; who is responsible for what; and, who makes the decisions and implements them

- **Why?:** Question related to elements preventing equality

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113 Ad Standards, "Gender Portrayal Guidelines," 2019.
114 World Federation of Advertisers, "A Guide to Progressive Gender Portrayals in Advertising," 2018.
115 Koç Holding Corporation, "A Guide to Gender Equality in Communications," 2017.

Assess: who owns what and why; why objects or services meet the needs of only men or women; why we assign resources and roles to only one gender; and, why does the slogan address only one gender

- **How?:** Question related to determining new course forward to advancing gender-sensitivity

Assess: How does my approach ensure gender equality; is a new framework possible that better ensures gender equality; and, can I change my approach

To learn more, click here.

LET'S SPEAK GENDER: 10 PRINCIPLES OF GENDER-RESPONSIVE COMMUNICATIONS FOR DEVELOPMENT (UNDP)[116]

This resource provides guidance on gender-responsive representation in communications based on the premise that language can reinforce or subvert gender inequalities. It lists common mistakes made when communicating and how they contribute to gender inequality, and provides best practice examples to avoid or correct such behaviour.

There are 10 principles that can be used to reduce gender-based discrimination in communications:

1. **Go beyond featuring women:** Explore various aspects of gender inequality.
2. **Ensure visibility for men and women:** Include perspectives of women in decision-making processes.
3. **Do not diminish women's contributions:** Consider the role and impact of gender relations in portrayals.
4. **Do not reinforce gender stereotypes:** Use non-stereotypical colours to represent men and women.
5. **Portray diversity:** Consider the variety of experiences of men and women of different backgrounds.
6. **Use gender-responsive language**: Use singular 'they', gender-inclusive job titles.
7. **Do not victimize:** Show women and men as active participants to development, not beneficiaries.
8. **Do not patronize:** Portray women accomplishing great results.
9. **Present facts, not judgements:** Focus on presenting facts and quotes.
10. **Be open:** Be open to listening, learning, and improving.

To learn more, click here.

ADVERTISING GUIDANCE ON DEPICTING GENDER STEREOTYPES LIKELY TO CAUSE HARM OR SERIOUS OR WIDESPREAD OFFENCE (COMMITTEE OF ADVERTISING PRACTICE)[117]

The Committee of Advertising Practice of the UK created this guidance to help advertisers, agencies, and media owners interpret the CAP Code. This guidance is based on formal regulation in the UK banning gender stereotypes in advertising; however, it provides examples of scenarios featuring gender-stereotypical roles to avoid in advertisements.

- **Gender-stereotypical roles and characteristics:** An ad that depicts a man with his feet up and family members creating mess around a home while a woman is solely responsible for cleaning up the mess.
- **Pressure to conform to an idealized gender-stereotypical body shape or physical features:** An ad that depicts a person who was unhappy with multiple aspects of their life, then implies that all their problems were solved by changing their body shape.
- **Scenarios aimed at or featuring children:** An ad that seeks to emphasize the contrast between a boy's stereotypical personality (e.g. daring) with a girl's stereotypical personality (e.g. caring) needs to be handled with care.

- **Scenarios aimed at or featuring potentially vulnerable groups:** An ad aimed at new mums which suggests that looking attractive or keeping a home pristine is a priority over other factors such as their emotional wellbeing.
- **Scenarios featuring people who don't conform to a gender stereotype:** An ad that belittles a man for carrying out stereotypically "female" roles or tasks.

To read more, click here.

GENDER BIAS IN ADVERTISING: RESEARCH, TRENDS AND NEW VISUAL LANGUAGE (GEENA DAVIS INSTITUTE ON GENDER IN MEDIA)[118]

The Geena Davis Institute on Gender in Media at Mount Saint Mary's University works with media and entertainment companies to improve how girls and women are reflected in media. The Institute developed this report to examine ways that the advertising industry has improved representation of women, and where it can do better.

The report includes a section that discusses what agencies and brands can do to address gender representation in advertising:

- Think beyond the short term – one female-focused ad campaign might generate press, but it won't ensure representation in the long term.

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116 UNDP, "Let's Speak Gender: 10 Principles of Gender-Responsive Communications for Development," 2018.
117 Committee of Advertising Practice, "Advertising Guidance on Depicting Gender Stereotypes Likely to Cause Harm or Serious or Widespread Offence," n.d.
118 Geena Davis Institute on Gender in Media, "Gender Bias in Advertising: Research, Trends and New Visual Language," n.d.

- Build women into the process, not just the results – place women in decision-making roles to add new dimensions to outdated gender-based stereotypes.
- Look to the challengers – watch your challenger brands that are filling a niche market to see where the culture is headed.

To read more, click here.

GETTING GENDER RIGHT (KANTAR)[119]

Kantar's report is designed to help marketers feel more confident making strategic branding decisions related to gender differences in response to marketing campaigns. The report is based on primary research with over 20,000 respondents in 43 countries, including Canada.

Some key recommendations include:

- Be bold by consciously considering gender issues and challenging the status quo.
- Acknowledge and embrace gender differences by recognizing outdated, over-simplistic targeting assumptions that reinforce old decision-making paradigms.
- Employ the philosophy of "designing to the edges" to create ads that speak to everyone.
- Assess media targeting and optimization by gender with an understanding that women are less receptive to online media.

- Organizations need to acknowledge that gender equality is a journey which requires comprehensive gender progressiveness programs where effectiveness can be monitored and measured.

To read more, click here.

119 Kantar, "Getting Gender Right," n.d.

11.   SUPPLY CHAIN RESOURCES

THE POWER OF PROCUREMENT: HOW TO SOURCE FROM WOMEN-OWNED BUSINESSES (UN WOMEN)[120]

This is a corporate guide for gender-responsive procurement. This guide provides corporations and their suppliers with a deeper understanding of barriers and challenges preventing women-owned businesses from accession and fully participating in local and global value chains. It discusses key procurement topics such as:

Overcoming challenges facing women-owned business enterprises: The private sector can reform corporate procurement policies and practices to be more inclusive to support to overcome challenges facing women-owned businesses. Strategic sourcing practices include:

- Increasing access to information and social networks
- Streamlining the application process
- Streamlining the contracting process
- Limiting contract sizes
- Establishing appropriate award criteria
- Providing feedback
- Paying promptly

Building corporate capacity and commitment: To reach a stage where gender-responsive procurement has become

an integral part of the corporate culture and practice, an organization can develop a corporate supplier development plan for women-owned businesses, identify opportunities for women-owned businesses in strategic sourcing and supply chain management, etc. There are eight guidelines for introducing best practices:

- Establish corporate policy and top corporate management support
- Develop a corporate supplier development plan for women-owned businesses
- Establish comprehensive internal and external communications
- Identify opportunities for women-owned businesses in strategic sourcing and supply chain management
- Establish comprehensive supplier development process
- Establish tracking, reporting, and goal-setting mechanisms
- Establish a continuous improvement plan
- Establish a second-tier supplier program

To access this resource and learn more, click here.

SUPPLIER DIVERSITY PLAYBOOK – GUIDELINES TO ESTABLISHING A SUCCESSFUL SUPPLIER DIVERSITY PROCESS (CANADIAN ABORIGINAL AND MINORITY SUPPLIER COUNCIL)[121]

This resource is a guideline to establishing a successful supplier diversity process for the private sector. The Playbook discusses and delves into five key factors that are critical for creating a robust supplier diversity process. It also provides examples from companies successfully putting each of these elements into practice.

1. **Business case and executive support:** Develop the business case defining the value proposition, identifying the current state (industry benchmarking), strategy alignment, and outcomes to be achieved.
2. **Opportunity identification:** Identify opportunities to create a robust supplier diversity process through supplier analysis, supplier engagement, and supplier development.
3. **Supporting processes:** Develop and strengthen supportive processes, including alignment, inclusive sourcing, communications, and management.
4. **Measuring and reporting:** Develop metrics and reporting tools, such as a scorecard for supplier diversity reporting.

To read the full Playbook, click here.

SA8000® STANDARD (SOCIAL ACCOUNTABILITY INTERNATIONAL)[122]

Social Accountability International is a global non-governmental organization that offers a wide number of resources to help businesses enhance their social performance and advance human rights at work. As a voluntary standard, the SA8000® Standard helps certified businesses uphold social performance expectations throughout their supply chains, demonstrate their dedication to the fair treatment of workers across industries, and improve their management systems to address and prevent social and labour risks. The scope of the Standard includes all personnel in the business's control who provide goods or services for the business, including suppliers, sub-contractors, sub-suppliers, and home workers. Businesses can use this Standard to ensure that human rights are upheld, and employees are treated fairly and with respect throughout the entire supply chain.

The nine social accountability requirements of the SA8000® Standard are:

1. Child labour
2. Forced or compulsory labour
3. Health and safety

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120 UN Women, "The Power of Procurement: How to Source from Women-Owned Businesses – Corporate Guide to Gender-Responsive Procurement," 2017.
121 Canadian Aboriginal and Minority Supplier Council, "Supplier Diversity Playbook," n.d.
122 Social Accountability International, "SA8000® Standard," n.d.

4. Freedom of association and right to collective bargaining
5. Discrimination
6. Disciplinary practices
7. Working hours
8. Remuneration
9. Management systems

To access supporting documents about the certification, click here.

KNOWTHECHAIN[123]

KnowTheChain is a resource for companies and investors that benchmarks corporate practices in a variety of industries to help inform investors' decisions, and it also provides tools and resources to help companies be in compliance with both this act and the Modern Slavery Act.

The benchmarks evaluate a total of 23 indicators across the following themes:

• Commitment and Governance
• Traceability and Risk Assessment
• Purchasing Practices
• Recruitment
• Worker Voice
• Monitoring
• Remedy

The benchmarks currently available are:

• Information and Communications Technology

• Food and Beverage
• Apparel and Footwear

To learn more, click here.

ETHICAL TRADING INITIATIVE (ETI) BASE CODE (ETHICAL TRADING INITIATIVE)[124]

The Ethical Trading Initiative (ETI) is a leading alliance of companies, trade unions, and NGOs that encourages businesses to have responsible supply chains and participate in ethical trade. The ETI Base Code is based on the conventions of the International Labour Organization and is viewed as a global reference standard that can also be used as a benchmark to develop ethical trade action plans and conduct social audits. By joining ETI, a business commits to the ETI Base Code and the principles of implementation, which guides the company to effectively approach ethical trade. ETI members also have access to a variety of training resources, expert advice, networking, and peer support.

The ETI Base Code's categories are:

1. Employment is freely chosen
2. Freedom of association and the right to collective bargaining are respected
3. Working conditions are safe and hygienic
4. Child labour shall not be used
5. Living wages are paid
6. Working hours are not excessive

7. No discrimination is practiced
8. Regular employment is provided
9. No harsh or inhumane treatment is allowed

For more information, click here.

SUPPORTING AND GROWING WOMEN-OWNED BUSINESSES (THE CANADA–UNITED STATES COUNCIL FOR ADVANCEMENT OF WOMEN ENTREPRENEURS AND BUSINESS LEADERS)[125]

In this research, the Canada–United States Council for Advancement of Women Entrepreneurs and Business Leaders has outlined specific initiatives to support women entrepreneurs.

Expanding the use of private sector supplier-diversity programs and increase outreach to women-owned businesses. "Best practices" capturing the full benefit of supplier diversity include:

• **Having a dedicated team** focused on meeting specific supplier diversity targets.
• **Maintaining a central database** of procurement needs and registered suppliers.
• **Prioritizing outreach efforts** such as attending conferences and summits and working closely with networks,

accelerators, and incubators in your sector.
• **Implementing a supplier diversity policy and a reporting mechanism**.
• **Partnering with catalyzing organizations** like WEConnect International, Women Business Enterprises Canada, National Women Business Owners Corporation (NWBOC) or Women's Business Enterprise National Council (WBENC) to connect with women-owned businesses.

Challenge accelerators and professional networks to attract and develop women-owned businesses. "Best practices" that stand out in attracting and developing women entrepreneurs:

• **Tracking and transparency**: MaRS Discovery District reached a 30 percent participation of female founders under the guidance of a female CEO.
• **Women-focused programming:** Ernst & Young's Entrepreneurial Winning Women program helped participants reach an average annual growth of 20 percent in revenue.
• **Co-ed networking:** Entrepreneurs' Organization provides all participants (male and female) with access to a network of entrepreneurs.
• **De-bias investment decisions**: The Business Development unit in Bank of Canada conducted an independent

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123 KnowTheChain, "KnowTheChain," n.d.

124 Ethical Trading Initiative, "ETI Base Code," n.d.

125 Canada-United States Council for Advancement of Women Entrepreneurs and Business Leaders, "Supporting and Growing Women-Owned Businesses," 2018.

accessibility review of all steps in a female entrepreneur's journey.

- **Role modelling and public commitment:** YPO Canada joined the #GoSponsorHer Challenge to encourage members to reach out to women entrepreneurs.

To learn more, click here.

GENDER EQUALITY IN CODES OF CONDUCT GUIDANCE (BUSINESS FOR SOCIAL RESPONSIBILITY)[126]

This guide provides a framework for companies to integrate gender equality considerations into the standards they use to set supply chain ethical requirements. This guidance addresses nine Code of Conduct Principles and each principle looks into traditional code language, the principle through a women's lens, case study examples, recommendations for gender-sensitive language revisions, and leadership actions related to the principle:

1. **Discrimination:** It is recommended that language be included to specify that the principle of non-discrimination applies to both women and men and that roles and needs specific to women.
2. **Wages and Benefits:** Include language about equal remuneration for men and women for work of equal value, etc.
3. **Working Hours:** Working hours should be fixed according to national and

international limits, and delivery targets should not be set unrealistically and as a way to avoid overtime pay.

4. **Harassment and Abuse:** Define harassment and related policies, detail training sessions, and explicitly mention sexual harassment.
5. **Health and Safety:** Focus on worker wellbeing and make provisions to guarantee workers access to health services and insurance that serve the distinctive concerns and needs of both women and men.
6. **Freedom of Association and Collective Bargaining:** Include language that stresses the rights of both women and men to freedom of association and collective bargaining.
7. **Employment Relationship:** Extend the application of the code of conduct principles to contracting, subcontracting, homeworking, and recruitment agencies. Considering women often have the most precarious or vulnerable employment status, include specific provisions to protect them.
8. **Management Systems:** Code of conduct, policies, procedures, training, and record-keeping should be designed to operationalize the specific gender considerations integrated.

To learn more, click here.

MAKING WOMEN WORKERS COUNT – A FRAMEWORK FOR CONDUCTING GENDER-RESPONSIVE DUE DILIGENCE IN SUPPLY CHAINS (BUSINESS FOR SOCIAL RESPONSIBILITY)[127]

This resource provides guidance on conducting gender-responsive due diligence within supply chains to organizations and suppliers through the Gender Data and Impact (GDI) Framework. This resource describes how to make the case for supplier diversity, conduct and analyze gender-responsive assessments, track progress and improve accountability, and communicate progress.

These actions are contained in four phases, which all have a corresponding checklist:

PHASE 1: ASSESS AND ANALYZE
- Review brand business practices
- Understand country context and risks
- Assess supplier workforce performance, profile, and impact data
- Collect GDI indicators
- Analyze GDI tool findings

PHASE 2: INTEGRATE AND ACT
- For brands: act, enable, and influence
- For suppliers: prioritize issues, define measures and targets, and implement within the business

PHASE 3: TRACK
- Differentiate between intervention and specific indicators and business as usual indicators and their tracking frequency
- Use supplier visits to review and discuss ongoing progress towards a specific outcome or to monitor overall gender equality performance
- Ensure that data collection and tracking become business as usual practices
- Involve workers and experts in reviewing progress made

PHASE 4: COMMUNICATE
- Use gender data within your business
- Align communication about the GDI with the Women's Empowerment Principles (WEPs) and the Sustainable Development Goals (SDGs) to communicate with stakeholders
- Use the GDI to cover investors' expectations
- Encourage suppliers to use GDI findings with their core practitioners' team and worker committees/unions to foster social dialogue

For more detail, click here.

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126 Business for Social Responsibility, "Gender Equality in Codes of Conduct Guidance," n.d.
127 Business for Social Responsibility, "Making Women Workers Count – A Framework for Conducting Gender-Responsive Due Diligence in Supply Chains," 2019.

GENDER EQUALITY IN SOCIAL AUDITING GUIDANCE (BUSINESS FOR SOCIAL RESPONSIBILITY AND THE MINISTRY OF FOREIGN AFFAIRS OF THE NETHERLANDS)[128]

This report provides guidance on how organizations can integrate gender equality considerations within social auditing methodologies and processes. It identifies several systemic barriers that prevent current social audits from being gender-sensitive and provides a variety of recommendations to overcome these barriers. It provides organizations with information, recommendations, and case studies on how gender equality can be integrated within current auditing practices, including existing auditing verification measures across the supply chain, and includes a series of worker interviews.

The report highlights five reasons why addressing gender equality issues in global supply chains makes business sense:

1. Helps to meet business targets
2. Maintains a strong and stable workforce
3. Increases productivity and cost saving
4. Ensures compliance
5. Encourages worker engagement

To learn more, click here.

CAMSC SUPPLIER CERTIFICATION (CANADIAN ABORIGINAL AND MINORITY SUPPLIER COUNCIL)[129]

The Canadian Aboriginal and Minority Supplier Council (CAMSC) certifies and links Aboriginal and minority-owned businesses to purchasing opportunities at major corporations across Canada and the United States. CAMSC Supplier Certification is a market access tool that provides suppliers with a direct access point to major corporations, which value the business benefits of an inclusive and diverse supply chain.

To learn more, click here.

CGLCC SUPPLIER DIVERSITY PROGRAM (CANADIAN LGBT+ CHAMBER OF COMMERCE)[130]

The Canadian LGBT+ Chamber of Commerce's (CGLCC) Supplier Diversity Program connects LGBT+ businesses in Canada with corporations, organizations, and government bodies eager to do business with them. CGLCC certifies LGBT+-owned businesses as diverse suppliers and helps them leverage that certification to grow their business, and it works with corporations, organizations, and government bodies to help them understand the LGBT+ market and connect with the CGLCC's certified suppliers. CGLCC helps corporate members

identify competitive suppliers of goods and services by participating in the Supplier Diversity Program.

To learn more, click here.

WBE CERTIFICATION FOR CANADIAN COMPANIES (WOMEN'S BUSINESS ENTERPRISE CANADA COUNCIL)[131]

The Women's Business Enterprise Canada Council (WBE Canada) has developed the WBE Certification, a formal verification for Canadian B2B businesses that are at least 51 percent owned, managed, and controlled by women and connects them to corporate and supply chains. Corporations that join WBE as corporate members will be able to expand their sourcing options by gaining access to the WBE Canada online database of women suppliers certified.

To learn more, click here.

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128 Magali Barraja, "Gender Equality in Social Auditing Guidance," *BSR and Ministry of Foreign Affairs of the Netherlands,* 2019.

129 Canadian Aboriginal and Minority Supplier Council, "Supplier Certification," n.d.

130 Canadian LGBT+ Chamber of Commerce, "CGLCC Supplier Diversity Program," n.d.

131 Women Business Enterprise, "WBE Certification for Canadian Companies." n.d.

WECONNECT INTERNATIONAL RESOURCES

WECONNECT INTERNATIONAL[132]

WEConnect International is the leading global corporate-led non-profit certifying body working with corporations to help women-owned businesses access new market opportunities. WEConnect International identifies, educates, registers, and certifies women's business enterprises based outside of the United States that are at least 51 percent owned, managed, and controlled by one or more women. WEConnect international's corporate members can ensure that they are purchasing goods and/or services from women-owned businesses by using WEConnect International's database of certified suppliers. Learn more about WEConnect International here.

WECONNECT INTERNATIONAL – WOMEN'S BUSINESS ENTERPRISE (WBE) CERTIFICATION[133]

WEConnect International's Women's Business Enterprise (WBE) Certification allows corporate members to ensure that they are purchasing goods and/or services from women-owned businesses. The certification presents many benefits, such as networking opportunities, training workshops, and forums. There are four requirements for certification:

- **Ownership:** A woman or women must hold 51 percent or more of the ownership assets in the company.
- **Management and control:** Women owners must have independent and autonomous control of short-term and long-term business decisions.
- **Contribution of capital and expertise:** Women owners must demonstrate a contribution of capital and/or expertise that corresponds to her ownership in the company.
- **Independence:** Women owners must operate independently from males or male owned enterprises.

To learn more, click here.

GLOBAL SUPPLIER DIVERSITY & INCLUSION – REACHING THE GOLD STANDARD[134]

The Gold Standard Checklist helps multinational corporations and multilateral organizations assess their global supplier diversity and inclusion programs and identify improvement areas. The checklist includes five sections and the goal is to reach 100 points – the Gold Standard. Learn more here.

WECONNECT ACADEMY[135]

The WEConnect Academy is an online suite of education and training programs to provide women business owners with the resources and information to achieve their growth objectives, learn from experts and fellow WBEs, and gain access to a diverse support network. WEConnect Academy also has invite-only webinars that range from topics of work-life balance, team productivity, and leadership development.

Learn more here.

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132 WEConnect International, "WEConnect International," n.d.

133 WEConnect International, "WEConnect International Certification," n.d.

134 WEConnect International, "Resources – Supplier Diversity and Inclusion," n.d.

135 WEConnect International, "WEConnect Academy," n.d.

12. OUTREACH INITIATIVES AND PARTNERSHIP RESOURCES

USING CSR AND PHILANTHROPY TO CLOSE THE GENDER GAP IN TECH (REBOOT REPRESENTATION)[136]

McKinsey and Pivotal Ventures collaborated on this study to examine how tech-company philanthropy and corporate social responsibility investments can improve the gender diversity of the tech pipeline.

Through a survey they found insight on practices that can increase tech gender diversity through philanthropic and CSR investments.

1. **Focus on women and girls:** It is important for companies to support either girls-only programs or coeducational programs. Maintain a focus on women's equal representation, with stated goals at the program level to avoid replicating current gender ratios.
2. **Solve for those facing the most barriers – underrepresented women and girls of colour:** Companies can support programs that target specific challenges faced by the sub-segments of women who are facing multiple forms of marginalization.
3. **It is never too late; consider multiple on-ramps:** According to research, because girls are less likely than boys to have exposure to computing as children,

later on-ramps – such as those during higher education – offer high-impact opportunities for women and girls.

To learn more, click here.

WHY GENDER MATTERS: A RESOURCE GUIDE FOR INTEGRATING GENDER CONSIDERATIONS INTO COMMUNITIES WORK AT RIO TINTO (RIO TINTO)[137]

This guide provides organizations in the mining industry with direction on how to foster inclusive engagement and development by incorporating gender considerations into their work; avoiding putting women and men, communities and projects at risk; and better achieving diversity goals. The guide includes four phases for integrating gender into community work and connects all phases through inclusive engagement considerations to make sure women and men from different social groups can participate in meaningful and impactful ways.

The four stages of Communities work are:

1. **Know and understand** the gender roles and responsibilities and the differences in women's and men's access to resources. Integrate gender considerations into: social impact assessment, baseline

communities' assessment, and social risk assessment.
2. **Plan and implement,** avoiding adverse impacts and maximizing benefits. Integrate gender considerations into policies at business unit level, communities' strategy and plans, operational plans and communities' work, and standard operating procedures.
3. **Monitor, evaluate, and improve** through accurate and reliable data. Use gender-sensitive indicators, evaluate gendered outcomes, review performance, and improve projects and plans.
4. **Report and communicate** gender performance internally (e.g. annual reviews of community's program) and externally (e.g. local Sustainable Development reports) to encourage feedback.

To learn more, click here.

UNLOCKING OPPORTUNITIES FOR WOMEN AND BUSINESS – WOMEN AND COMMUNITY ENGAGEMENT (IFC)[138]

This resource is a toolkit of actions and strategies for oil, gas, and mining (OGM) companies. Even though the toolkit is focused on the OGM sector, the actions and recommendations provided in the resource can be easily translated to other industries.

This toolkit provides steps to ensure that companies incorporate gender equality as they develop community engagement strategies. It provides recommendations in three sections:

1. **Assess and Prepare**: This section offers tools to help community engagement teams review the company's community engagement activities to assess the extent to which gender is an explicit theme.
2. **Address:** This section offers tools to help integrate gender sensitivity into the initiatives based on the assessment information collected.
3. **Monitor and Sustain:** This section offers guidance on setting benchmarks, measuring impact, and improving practices to address potential concerns and avoid problems altogether.

Some examples of initiatives and programs to support women and girls:

- Gender-based violence education and awareness
- Capacity building and financial support for local and regional women's organizations

Some examples of initiatives to encourage women's economic empowerment:

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136 McKinsey and Pivotal Ventures, "Reboot Representation – Using CSR and Philanthropy to Close the Gender Gap in Tech," 2018.
137 Rio Tinto, "Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto," 2009.
138 International Finance Corporation, "Unlocking Opportunities for Women and Business: Women and Community Engagement," 2018.

- Promotion of women's entrepreneurship (e.g. start-up grants, microfinance, access to local markets or supply chains)
- Scholarships and apprenticeship programs for women and girls (general in nature or specific to the sector of the company)

To learn more, click here.

STRENGTHENING WOMEN'S RIGHTS ORGANIZATIONS THROUGH INTERNATIONAL ASSISTANCE (MATCH INTERNATIONAL AND GLOBAL AFFAIRS CANADA)[139]

This report is the summary of a workshop held by the MATCH International Women's Fund and Nobel Women's Initiative with support from Global Affairs Canada. The workshop discussed lessons learned on funding mechanisms, models, and approaches that effectively support women-led organizations and movements. This resource provides key learnings and recommendations that can help the private sector support women's organizations and improve any existing relationships with those organizations.

- **Fund women's organizations.** Long-term, core funding is essential to enable women's organizations to bring about social change. Seek out organizations committed to gender equality and women and girls' empowerment.

- **Strengthen relationships.** Long-term and meaningful relationships are key to advancing a women's rights agenda. This requires ongoing dialogue and collaboration between donors, intermediaries and local activists.
- **Reduce administrative burden**. Donors' complex monitoring and evaluation frameworks, such as overly onerous results-based management requirements, end up squeezing out small organizations in favour of bigger non-governmental organizations (NGOs) that can recruit or pay for the expertise needed.
- **Intermediaries can help donors achieve impact and scale.** Intermediaries such as women's funds serve as a vital link to grassroots groups.

To read the full report, click here.

PARTNERING AND PARTNERSHIPS: LESSONS LEARNED IN THE DI (DEVONSHIRE INITIATIVE)[140]

The Devonshire Initiative has synthesized lessons learned from workshops, affiliate organization resources, and documents in the public domain related to cross-sector partnerships.

Due Diligence: Strong partnerships start with a strong foundation established through the due diligence process. Some lessons learned on due diligence are:

- Know why you and the potential partner are interested in partnering
- Get to know each other's organizations
- Build personal relationships and ensure there are common values and shared objectives

Communication: Strong communication is key in maintaining a strong relationship throughout the life of a partnership. Some lessons learned on communication are:

- Communicate drivers, interests, and wants with the partner
- Understand that partners don't always communicate in the same ways
- Communicate about the partnership with everyone in the organization

Evaluating Partnerships: Partnership evaluation is an ongoing process through the life of the partnership. Some lessons learned on evaluating partnerships are:

- Use evaluations to continue improving the partnership
- Don't focus only on tangible and measurable benefits
- Discuss boundaries and what is included in the evaluation

Strengthening Partnerships: This will help best ensure success of the partnership. Some lessons learned on strengthening partnerships are:

- Formalize the agreement, establish timelines, make commitments
- Establish good governance and accountability protocols
- Commit adequate human resources to the partnership

To learn more, click here.

PARTNERING FOR PARITY: STRENGTHENING COLLABORATIONS FOR GENDER EQUALITY (MCKINSEY & COMPANY)[141]

This article acknowledges that individual efforts towards gender equality are driving progress but highlights the multiplier effect that cross-sector partnerships could have in accelerating progress even further. The article discusses common pitfalls in partnerships and provides recommendations to address them in order to ensure sustained, long-term impact.

- **Drive commitment from the top** to ensure that the partnership has the resources and momentum needed to make progress.
- **Keep it simple – have a single, measurable goal** to enable progress monitoring and avoid changes in scope. Establish a clear, simple mission for the partnership, and ensure that the goal is quantified, time-bound, and specific.
- **Establish a clear value proposition for all members**. A compelling rationale

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139 MATCH International and Global Affairs Canada, "Strengthening Women's Rights Organizations Through International Assistance," 2017.
140 Devonshire Initiative, "Partnering & Partnerships: Lessons Learned in the DI," n.d.
141 McKinsey & Company, "Partnering for Parity: Strengthening Collaborations for Gender Equality," 2017.

is required to get partners involved and maintain engagement. Establish what value each partner is likely to derive from being involved in a particular role.

- **Find and deploy the unique strengths of each partner**. Partners do not need to contribute identically – nor should they. When partners come from different sectors (government, non-profit, for-profit sectors, and so on), or from different industries, identifying opportunities to combine their unique skills requires careful planning and design of initiatives.
- **Clearly define the operating model for the partnership**. Ideally, there should be a small group of people at one or more of the partner organizations, or a formalized "secretariat" that dedicate their time to managing and mobilizing activities.
- **Conduct rigorous monitoring and evaluation** to determine which interventions are working. When different parties are involved, careful upfront planning to align on a clear measurement framework is essential to success.

To read the full article, click here.

BUILD SUSTAINABLE FINANCING AND PARTNERSHIPS FOR GIRLS AND WOMEN (WOMEN DELIVER)[142]

This resource from Women Deliver discusses the need for financing and partnerships to support girls and women empowerment. It lists the benefits of cross-sector partnerships, highlight investment areas,

and showcases successful partnerships case studies.

Benefits of cross-sector partnerships that leverage the strengths of key players:

- Less duplication of efforts
- More impactful solutions
- Increased innovation
- Healthier communities
- Improved lives
- Reduced poverty
- Sustained economic growth
- More gender equality

Investment areas:

- Improve Maternal and Newborn Health and Nutrition
- Meet the Demand for Modern Contraception and Reproductive Health
- Respect, Protect, and Fulfill Sexual Health and Rights
- Ensure Health for All
- Dramatically Reduce Gender-Based Violence and Harmful Practices
- Ensure Equitable and Quality Education at All Levels
- Boost Women's Economic Empowerment
- Strengthen Women's Political Participation and Decision-Making Power
- Accelerate Access to Resources – Land, Clean Energy, Water, and Sanitation
- Invest in Women to Tackle Climate Change and Conserve the Environment
- Improve Data and Accountability for Girls and Women

To access the full webpage, click here.

INTERNATIONAL LABOUR ORGANIZATION (ILO) AND PUBLIC-PRIVATE PARTNERSHIPS: AN ALLIANCE FOR THE FUTURE (INTERNATIONAL LABOUR ORGANIZATION)[143]

The ILO today has more than 700 active programs and projects on various themes in more than 100 countries – with the support of 120 development partners. Between 2008 and 2018, the ILO engaged with 238 partners, of which 52 percent are private enterprises. ILO's projects with public-private partnerships fall under these themes:

- Rights at work
  - Child labour
  - Forced labour
  - Gender equality and non-discrimination

- Employment promotion
  - Entrepreneurship
  - Jobs and skills for youth
  - Microfinance

- Social dialogue
  - Supply chain
  - Industrial relations
  - Corporate social responsibility

- Social protection
  - HIV and AIDS
  - Social protection floors

- Academia
- South-south and triangular cooperation

For more information on partnership information with ILO, click here.

LIST OF ORGANIZATIONS THAT SUPPORT GENDER EQUALITY AND WOMEN AND GIRLS' EMPOWERMENT

This list provides some examples of Canadian organizations that the private sector can support through funding or direct involvement in corporate social responsibility programs.

- Canadian Women's Foundation: This foundation has programs revolving around violence, poverty, girls' empowerment, and inclusive leadership.
- Girls Action Foundation: This foundation has local programs (Montreal), regional gatherings, national and multi-day training for young women's leadership, national career day, and national day of action for girls and young women.
- CARE: This organization works around the globe supporting women and girls through programs related to health and nutrition, food and farming, earning and saving, emergencies, and advocating for change.
- Save the Children: This organization works around the world addressing child issues such as child early and forced marriage, sexual and gender-

142 Women Deliver, "Build Sustainable Financing and Partnerships for Girls and Women," n.d.

143 International Labour Organization, "International Labour Organization (ILO) and Public-Private Partnerships," n.d.

based violence, and gender equality in humanitarian settings.

- SHEInnovates: This is a global program created by UN Women and the Global Innovation Coalition for Change.
- Gender Equality Network Canada (Canadian Women's Foundation)[144]: This national network of over 150 diverse women leaders across Canada addresses key issues in gender equality such as: gender-based violence, women in trades and STEM, women's entrepreneurship, Indigenous women's leadership, childcare, gendered impact poverty, and immigrant women. This webpage lists all the different leaders across Canada's provinces and territories and can help your organization select civil society projects to support your gender equality outreach initiatives.

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144 Canadian Women's Foundation, "Gender Equality Network Leaders," n.d.

C. TRANSPARENCY AND ACCOUNTABILITY RESOURCES

1. BASELINE ASSESSMENT OF GENDER EQUALITY RESOURCES

THE WOMEN'S EMPOWERMENT PRINCIPLES GENDER GAP ANALYSIS TOOL (UN GLOBAL COMPACT & UN WOMEN)[145]

The Women's Empowerment Principles Gap Analysis Tool (WEPs Tool) helps companies identify strengths, gaps, and opportunities to improve their performance on gender equality. It is a joint project of the UN Global Compact, UN Women, the Multilateral Investment Fund of the IDB, and the Inter-American Investment Corporation. The tool comprises 18 multiple-choice questions and 17 optional outcome indicators covering gender equality across business functions in leadership, workplace, marketplace, and community. Once all information has been gathered internally, it is expected to take an average of two to three hours to complete.

For more information, click here.

THE GENDER EQUALITY MAINSTREAMING (GEM) FRAMEWORK – GENDER EQUALITY MAINSTREAMING FOR BUSINESS GROWTH AND IMPACT (MENNONITE ECONOMIC DEVELOPMENT ASSOCIATES)[146]

This resource aims to help companies measure their gender equality and inclusion performance as well as allow investors and capacity builders to assess gender mainstreaming strategies within a business. The Gender Equality Mainstreaming (GEM) Framework has two components:

The GEM Self-assessment: This assessment is composed of three surveys that allow companies to measure their own gender equality and inclusion performance across a series of environmental, social, and governance (ESG) criteria. After providing a gender score for each component of ESG, MEDA then offers a series of recommendations on ways that the business can mainstream gender within operations.

The GEM Framework: This comprehensive framework is presented as a manual and can be used by investors and capacity builders to assess gender equality and measure gender mainstreaming strategies within a business.

The six steps of the GEM Framework are:

Step 1: Identification: Determine whether a business is an appropriate candidate for GEM.

Step 2: Scoping assessment: Complete a high-level assessment of business performance in GEM and business practices and policies.

Step 3: Full assessment: Conduct an in-depth assessment of business performance in GEM and identify areas of improvement. Businesses can also complete this step to conduct a self-assessment.

Step 4: Strategy development: Develop GEM strategies that align with business growth.

Step 5: Implementation, monitoring, and learning: Monitor and learn from GEM implementation.

Step 6: Impact measurement: Measure the long-term impact of GEM implementation initiatives.

To read the full guide, click here.

PARTICIPATORY GENDER AUDIT – A TOOL FOR INTRODUCING AND MANAGING INSTITUTIONAL CHANGE (ITCILO)[147]

The ILO Participatory Gender Audit (PGA) is a tool used to analyze an organization's activities from a gender perspective, verifying its achievements and deficiencies. The PGA combines objective observation of facts and figures with a more in-depth analysis on qualitative standards, beliefs, and opinions to assess the impact of these on gender equality, organizational culture, and wellbeing.

The PGA is carried out by a facilitation team which uses secondary and primary data collection methods. First, data compilation through desk research, then direct observation and dialogue within the organization. After facilitating group participation and collective discussion,

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145 UN Global Compact, UN Women, the Multilateral Investment Fund of the IDB, and IDB Invest, "The Women's Empowerment Principles Gender Gap Analysis Tool," 2018.
146 Mennonite Economic Development Associates, "Gender Equality Mainstreaming for Business Growth and Impact," 2019.
147 International Labour Organization, "Participatory Gender Audit," n.d.

a report is produced that describes the organization's capacity to promote gender equality and diversity.

To learn more, click here.

EMPLOYEE OPINION SURVEY (AUSTRALIAN WORKPLACE GENDER EQUALITY AGENCY)[148]

This short survey from the Australian Workplace Gender Equality Agency has been designed to enable you to make an initial employee-based assessment of gender equality in your organization. The survey takes approximately 15 minutes to complete. There is also the option of conducting a more in-depth analysis through a more comprehensive set of questions. This extended survey would take approximately 40 minutes to complete.

To learn more, click here.

DIVERSITY AND INCLUSION SURVEY: BUILDING A MORE INCLUSIVE FUTURE (CULTURE AMP)[149]

This survey was developed as the result of a collaboration between B Corp Culture Amp and consulting firm Paradigm. This survey has been recognized as an industry leader when it comes to measuring the employee experience of all groups of people.

This survey allows you to:

- Measure how inclusive your organization is
- Use heatmaps to highlight disparities between groups
- See how your results compare to other companies with the Inclusion benchmark
- Ensure your team is equipped to take action based on the applied experience of our most successful customers and research-driven interventions that offer promising results

To learn more, click here.

THE GENDER AUDIT HANDBOOK – A TOOL FOR ORGANIZATIONAL SELF-ASSESSMENT AND TRANSFORMATION (INTERACTION)[150]

This resource provides a step-by-step guide to conduct a systematic and participatory gender audit in an organization. The handbook is a self-assessment tool, which can be used to identify staff perceptions surrounding gender issues in the workplace. The audit process uses the Gender Integration Framework, which states that organization transformation can only occur when the following dimensions are ready for gender integration: political will, technical capacity, accountability, and organizational culture. In addition, the handbook provides organizations with an action plan to build on current gender equality initiatives and actions.

The handbook's self-assessment tool has four steps:

1. Prepare the organization to carry out a gender audit
2. Survey staff to uncover their perceptions regarding gender equality in the organization and programs
3. Conduct focus groups to develop an organizational vision of gender equality
4. Create a gender action plan

To learn more, click here.

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148 Australian Workplace Gender Equality Agency, "Consulting with Employees," 2015.
149 Culture Amp, "Build a More Inclusive Workplace: Inclusion and Diversity Survey," n.d.
150 Interaction, "The Gender Audit Handbook," 2010.

2. GOAL SETTING RESOURCES

GENDER PARITY: CLOSING THE GAP BETWEEN COMMITMENT AND ACTION (ACCENTURE CANADA)[151]

In this blog, Bill Morris, retired president and senior managing director of Accenture Canada, shares the metrics that the company tracks and uses to set targets. These metrics are directly related to the ones found in the report "Advancing Women as Leaders in the Private Sector" from the Canada-US Council for Advancement of Women.

Accenture's eight overall metrics are:

1. **Initial Recruitment of Women:** Measured for each of their business units. According to Morris, this is what has made the difference.
2. **Attrition Rates of Women Relative to Men:** Measured by business unit and level. According to Morris, the attrition gap data by level helps Accenture focus on maintaining gender parity as women advance.
3. **Advancement Rates of Women Relative to Men:** Comparison between the percentages of women vs. men getting promoted from a cohort. Measured by business unit for each leader to reflect on the in-year promotion

decisions. It is also tracked long-term to assess promotion patterns of the units.

4. **Pay by Gender:** Currently Accenture doesn't report on an aggregate average payroll for men vs. women. Accenture does a review prior to starting their annual compensation cycle, and then after rewarding decisions.
5. **Retention of Women after Becoming a Mother:** Another metric to complement this one can be the retention of women and men when they anticipate starting a family.
6. **Representation of Women at Management Level:** Business unit leaders are accountable for this metric.
7. **Representation of Women at Executive Level:** Business unit leaders are accountable for this metric.
8. **Representation of Women at Senior Leadership Level:** The CEO or the senior managing director is accountable for this metric.

Read more here.

HOW TO SET GENDER DIVERSITY TARGETS – GUIDELINES FOR SETTING AND MEETING TARGETS TO INCREASE GENDER DIVERSITY IN THE WORKPLACE (AUSTRALIAN WORKPLACE GENDER EQUALITY AGENCY)[152]

This guide will assist your organization in setting realistic targets to improve the gender diversity of your workforce. If your organization has already achieved a desired gender balance, this guide may help in monitoring and maintaining that balance. Similar to setting financial or other operational targets within an organization, establishing realistic gender targets based on rigorous analysis and baseline data will significantly increase your chances of achieving the target. This guide includes a checklist of organizational elements required to support the achievement of targets and step-by-step instructions for target setting.

Checklist before you start target setting (the first three are a must):

- **Leadership commitment** – from all levels of management
- **Strategic intent** – gender equality has a strategy and plan
- **Stakeholder management** – internal and external communication

- **Accountability** – identifiable accountabilities
- **Measurement and reporting** – commitment to embed targets into business units' goals
- **Organizational culture and systems** – reviewed policies and processes that impact gender equality

The seven-step target setting process outlined in the guide is as follows:

1. **Establish a target setting project team**
2. **Define your target group**
3. **Clarify your assumptions**: Consider the size of the organization, possible restructuring changes, specific interventions already in place, etc.
4. **Conduct a thorough analysis**: Identify actions, activities, or changes needed to meet the targets.
5. **Review employee turnover and recruitment**: Use long term data, break down turnover and recruitment.
6. **Establish a timeframe for achieving of the target**: Five years is an effective period.
7. **Clarify accountabilities:** Assign accountabilities and measuring, monitoring, and reporting processes.

Learn more here.

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151 Bill Morris, "Gender Parity: Closing the Gap Between Commitment and Acton," *LinkedIn*, 2018.
152 Australian Workplace Gender Equality Agency, "Setting Gender Targets," n.d.

TARGET SETTING CALCULATOR (AUSTRALIAN WORKPLACE GENDER EQUALITY AGENCY)[153]

The Australian WGEA created this target-setting calculator for organizations to test a range of propositions to enable setting realistic, achievable gender targets. The approach involves developing two possible scenarios: 1) assuming no significant changes happen in the organization, and 2) assuming changes happen that decrease female turnover and/or increase female recruitment.

The calculator is composed of four tables:

1. Table 1 collects data to understand gender compositions and key assumptions for the target groups (in raw numbers).
2. Table 2 is populated automatically based on the data entered in table 1. This table shows the assumption of turnover and recruitment remaining constant and helps see the key variables that will impact gender composition of the target group over time.
3. Table 3 shows the baseline data and allows for adjusting three key variables:
   a. Variable 1: variation of overall staff numbers
   b. Variable 2: turnover of women in target group
   c. Variable 3: percentage of women recruited (internally and externally).

4. Table 4 allows testing alternative propositions of aspirational and ambitious targets. It is important to note that setting any type of targets requires conducting a thorough analysis to understand the feasibility of any target.

Here you can find a complete guide and an example of the calculator, and here you can download the calculator.

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153 Australian Workplace Gender Equality Agency, "Target Setting Calculator," 2018.

3. MEASURING AND EVALUATING RESOURCES

MEASURING WHAT MATTERS IN GENDER DIVERSITY (BOSTON CONSULTING GROUP)[154]

The Boston Consulting Group (BCG) recommends organizations look at five overarching metrics when it comes to gender diversity. These metrics provide a quantitative snapshot of the company's current state as well as softer data. After collecting these metrics, companies will be able to identify their biggest challenges and priorities that can be translated into goals.

1. **Pay:** Assess pay levels, including base salaries and wages as well as discretionary pay (i.e. bonuses). Also, look at whether formulas behind performance bonuses include unintentional biases against women. Finally, survey employees to learn if they believe pay levels are equitable.
2. **Recruitment**: Track the ratio of men to women along the entire recruiting funnel (i.e. applications, interviews, final rounds, hiring). This is of special interest for companies in industries that have historically struggled to attract women.
3. **Retention:** Assess percentages of women and men at each level of seniority, and the attrition rate among women and men at each level. Also, assess employees' perceptions at

different levels to identify warning signals to retention issues.
4. **Advancement:** Measure the percentage of women and men promoted each year as a share of the total cohort and compare both. Soft indicators of advancement can be women's perception of a fair shot at senior and leadership positions.
5. **Representation:** Assess the distribution of roles across different units to understand if women are concentrated in specific units. This can provide insight to whether women are fairly represented in operations units and not just administrative roles (e.g. HR or marketing).

Read the full article here.

WORKPLACE GENDER EQUALITY INDICATORS (KEY PROGRESS INDICATORS) (OUR WATCH)[155]

This resource was developed to help workplaces collect, review, and respond to data about gender and diversity. It specifically identifies a number of gender equality indicators that organizations should be measuring and evaluating over time, and it provides information about how to collect and analyze these indicators in order to "make the case" for gender equality in the workplace.

This resource identifies eight key gender equality indicators and explains how to collect and measure the data:

1. Ratio of men to women in workforce, overall and by teams.
2. **Ratio of men to women in leadership and management positions, including board, executive, senior and middle management level:** For indicators 1-2, workplaces should collect and compare the number and percentage of women and men in each category.
3. **Ratio of male and female new hires and internal promotions, by level and department:** Collect the number of female and males who are applying, and who have been hired and promoted across the organization in different departments and at all levels of seniority.
4. **Average salary gap between female and male staff members across the organization and by department:** Collect and compare salary information from female and male employees across the organization and in different departments and levels of seniority.
5. **Comparison of male and female staff and managers who use flexible work arrangements.**
6. **Comparison of male and female staff who use and return from parental leave with continued employment for 12 months:** For indicators 5-6,

workplaces should collect formal and informal data on the use of flexible work options.
7. **Changes in staff perception of workplace culture as measured by annual staff survey:** Review questions being asked on annual surveys to ensure there are specific questions about gender equality.
8. **Reported incidents of sex-based discrimination and harassment:** Track numbers, patterns, and responses.

To read the resource, click here.

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154 Katie Abouzahr et al., "Measuring What Matters in Gender Diversity," *Boston Consulting Group*, 2018.
155 Our Watch, "Key Progress Indicators," 2017.

VITAL SIGNS (CATALYST)[156]

This resource includes several tools to help organizations use a diversity and inclusion lens, and better understand and measure their workforce. These tools include case studies, a guidebook, Excel template, and PowerPoint template. By using these tools, an organization will be able to identify, track, measure, and visualize patterns surrounding the evaluation and progression of talent in the workplace.

Vital Signs helps an organization examine the following components:
- Representation
- Hiring
- Promotions
- Voluntary turnover
- Involuntary turnover
- Key metrics comparison

For more information, click here.

MEANINGFUL METRICS FOR DIVERSITY AND INCLUSION (INCLUDE EMPOWER)[157]

This resource provides a series of steps to help organizations set, evaluate, and analyze meaningful diversity and inclusion progress.

There are nine steps in the series:

1. **Define which diversity dimensions you will monitor:** Organizations can extend measurements beyond gender to other relevant metrics: such as race, ethnicity, and age.
2. **Review data policies:** Ensure that data policies follow legal and ethical requirements.

3. **Select Metrics**
   a. Identify bias blind spots: Representation, retention, recruitment, selection, promotion, development, pay and benefits, employee engagement, employee focus groups, etc.
   b. Track progress: Membership of ERGs, participation rates in formal mentoring programs or sponsorship schemes, participation rates in D&I training programs, etc.
   c. Measure return on investment: Revenue generated by new products or services, market share, cost savings, etc.

4. **Establish baseline measures:** Use baseline measures to track impact/progress of an initiative by comparing results with the baseline measure.
5. **Set targets** that are ambitious enough to encourage effort but realistic enough to avoid resistance.
6. **Assign responsibility and establish accountability** at top levels (CEO, Board of Directors) through scorecards and other performance management tools.
7. **Track and analyze results:** Have a formal plan for measuring progress and assign responsibility for reporting and responding to the findings.
8. **Report results and outline new initiatives:** All results and rectification plans should be transparent internally for employee access and selected metrics should be disclosed externally.
9. **Review metrics regularly** and change them as needed as the D&I program matures and business goals change.

To learn more, click here.

MEASURING PROGRESS (PROJECT INCLUDE)[158]

Project Include is a non-profit that uses data and advocacy to accelerate diversity and inclusion solutions. It offers a number of helpful recommendations about measuring diversity and inclusion progress in an organization, including:

- Set employee, leadership, board, and investor demographic diversity goals
- Regularly conduct thoughtfully designed employee engagement surveys and demographic data
- Regularly review and update data policies
- Use inclusive demographic breakdowns, such as race, gender, and family status
- Use existing metric definitions and surveys that have been effective in the past
- Use metrics that are consistent across the industry
- Be transparent about data findings internally and share some data externally
- Ensure all sensitive data is stored and handled appropriately

To learn more, click here.

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156 Catalyst, "Vital Signs," 2019.
157 Include Empower, "Meaningful Metrics for Diversity and Inclusion," 2018.
158 Project Include, "Measuring Progress," n.d.

8 WAYS TO MEASURE DIVERSITY THAT HAVE NOTHING TO DO WITH HIRING (FORTUNE)[159]

This article illustrates eight unique ways to measure the effectiveness of a business's diversity and inclusion programs, beyond hiring and recruitment data.

The eight components to consider while measuring diversity are:

1. Title and level within the company
2. Rate and time of promotions
3. Access to special projects
4. Exposure to upper management
5. Evaluate partnerships
6. Check support groups
7. Consider age
8. Supplier diversity program

To learn more, click here.

GENDER EQUALITY CERTIFICATIONS

GCNC collaborated with three international certification companies to ensure our research, recommendations, and Maturity Model assessment tool aligned with current standards and requirements, and to provide organizations with relevant information should they be looking to pursue a gender equality certification. Here are brief descriptions of each company and their certification process.

EDGE CERTIFICATION (EDGE STRATEGY)[160]

The EDGE assessment methodology and certification was launched in 2011 by the EDGE Certified Foundation at the Annual Meeting of the World Economic Forum. The Foundation's commercial arm, EDGE Strategy, helps organizations apply for certification.

EDGE Certification revolves around 4 key pillars to define success in workplace gender equality:

• Gender Representation: Strong gender balance at all levels of the organization
• Pay Equity: A statistically insignificant unexplained gender pay gap
• Effective Policies & Practices: A solid framework of effective policies and practices to ensure equitable career flows for both women and men
• Inclusive Culture: An inclusive culture as reflected in employees' high ratings in terms of career development opportunities

The EDGE Certification uses 3 sources of information to conduct an assessment on where organizations stand in terms of workplace gender equality:

• Statistical data
• Review of framework of policies and practices
• Employee survey

The triangulation of these three sources of information allows an organization to understand where they stand in terms of their framework of policies and practices, what the employees' experiences are like, and what the gender representation is like, as well as understand if these three sources of information are aligned or not. This also helps an organization understand where the gaps are, and what actions will have the highest impact to move towards gender equality.

CERTIFICATION PROCESS:
1. **Measure** – complete the assessment together with EDGE Strategy
2. **Benchmark** – see where your organization stands against the EDGE Standard and peer organizations and use these results to form an impactful action plan
3. **Get Certified** – an independent auditor verifies that the assessment and certification process was done according to the certification requirements and issues the certificate
4. **Communicate** – use the EDGE Certification to communicate, both internally and externally, that the organization is committed to achieving workplace gender equality and that this commitment has been independently verified
5. **Take Action** – implement the EDGE action plan and strategic roadmap, and stay connected to emerging best practices within the EDGE community

On average it takes three months for an organization to go through the assessment to prepare for the third-party audit required to achieve EDGE Certification.

LEVELS OF CERTIFICATION:
EDGE Assess – Recognizing Commitment
EDGE Move – Showcasing Progress
EDGE Lead – Celebrating Success

RECERTIFICATION PROCESS:
Certifications are valid for two years. For an organization to remain certified, it will need to go through the assessment and independent audit every two years, to be able to track progress and course-correct as needed, to continue on the path towards gender equality.

To read more about EDGE Certification, click here.

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159 Bari Williams, "8 Ways to Measure Diversity that have Nothing to Do with Hiring," *Fortune,* 2017.
160 EDGE, "Why EDGE Certification," 2020.

THE GENDER EQUALITY SEAL PROGRAMME (UNDP)[161]

The UNDP Gender Equality Seal launched in 2009 with a pilot program in Latin America, recognizes organizations for meeting specific standards to promote gender equality and empower women. The UNDP works with governments to create the framework of the Seals, which are rooted in International Labour Organization conventions, the Women's Empowerment Principles, and human rights and sustainable business practices. The UNDP's involvement in the program once the Seal has been developed depends on the country, and ranges from complete involvement in training advisors and auditors and working with companies to get certified, to only a strategic involvement as advisors when a government takes over the implementation of the program and incorporates it into a ministry or a department.

LEVELS OF CERTIFICATION:

Not all National Certifications programmes have multilevel certifications. However, the base model at a regional level establishes the following levels:

Bronze Seal – Symbolizes commitment to close gaps and promote gender equality (complying with more than 60% of the established benchmarks)

Silver Seal – Symbolizes effectively implementing actions to close gender

gaps (complying with 70% to 80% of the established benchmarks)

Gold Seal – Symbolizes the effective and systematic closure of gender gaps (complying with more than 80% of the established benchmarks)

ASSESSMENT CRITERIA:

- **Organization Profile and Productivity:** Facts about organizations related to size, industry, location, and financial metrics
- **Personnel Profile:** Employee perspective and experience related to presence/ absence of women
- **Recruitment, Selection, and Hiring:** Evaluate actions from gender perspective to identify gaps
- **Professional Development and Performance:** Perspective and experience of employees related to ratio or distribution of women across different segments of the organization
- **Remuneration:** Alignment with fair wages and principles of equal pay for work of equal value
- **Prevention of Harassment in the Workplace:** Examines measures (or lack thereof) to prevent incidents of sexual harassment, instances or cases, and how they are resolved
- **Work-Life Balance with Shared Social Responsibilities:** Assess work-life balance policies and if they result in equal opportunity
- **Communication:** Measure degree of gender equality in internal and external communication

- **Supply chains (newly added pillar):** Inclusion of gender sensitive practices among the supply chain

Regardless of the country, the basic assessment dimensions and topics stay the same, but the requirements and further diagnosis instruments in the nationally owned Seals can be tailored to each country (e.g. if domestic violence rates are higher than typical, the certification can include additional questions on this issue). Companies that are located or operate in a country with a Seal program can apply for certification, as well as these companies' individual business units and lines. Multinational companies (and those companies that are located in a country without the National Certification Programme) will be able to apply for a UNDPs award through the GES for Multi National Corporations (GES4MNC) programme, which is currently being piloted.

CERTIFICATION PROCESS:

1. **Communicate commitment** to gender equality, establish a gender equality committee, and train senior management and staff
2. Companies conduct an **internal self-assessment and a staff survey**
3. Based on the self-assessment and survey's results, companies develop and execute an **action plan** that works towards reducing inequalities
4. Following the implementation of the action plan, companies apply for **third-**

party assessment and verification to achieve a certificate
5. Following certification, companies **monitor ongoing process** and work to maintain or advance to the next Seal level

The self-assessment and staff survey phase typically takes 15 days to one month, but it can take as long as six months if a company does not have the data assembled. The implementation period typically takes from 8 to 24 months.

Data including a staff survey is submitted to a confidential and secure online platform called Equality@Work. The microdata entered is not shared with anyone, but companies and UNDP advisors have access to the aggregated data. The government receives a final diagnosis report with aggregated data from the analysed sectors, but this report does not identify individual companies. Third-party auditors are determined by the government, either opting for a normalized model (with a central standardized auditing body) or a national standard model (there is no centralized auditing body and UNDP can recommend and train auditors).

RECERTIFICATION PROCESS:

Each country has different rules for recertification, but typically, the certifications last for two to three years and a mid-term internal audit is required to ensure companies are active and making improvements after certification. If a company applies for recertification but they

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161 UNDP, "Gender Equality Seal for Public and Private Organizations," 2020.

have not advanced, they are allowed to stay at the same level for six months to make changes before reapplying. Some countries allow this process to continue, others will take away the Seal if this process occurs two times in a row. Companies can also lose their Seal if they are seen to be violating labour rights or legal standards.

To read more about the Gender Equality Seal Programme, click here.

WOMEN IN GOVERNANCE PARITY CERTIFICATION (WOMEN IN GOVERNANCE)[162]

Women in Governance's Parity Certification is a tool to help close the gender gap in the workplace, developed with the support of McKinsey & Company. The assessment contains over 75 qualitative and quantitative criteria and offers a thorough diagnostic of an organization's position on the gender parity spectrum and its intersectional applications in the workplace.

LEVELS OF CERTIFICATION:
Bronze
Silver/Argent
Gold/Or
Platinum/Platine

ASSESSMENT CRITERIA:
- **Strategy**: Governance and Visions – policies and practices related to strategic direction and decision making, an organization's commitment and pursuit of parity, and how it is building an inclusive pipeline
- **Action**: Collective Enablers – demonstrates policies, practices, and actions focused on achieving parity at all levels
- **Result**: Equity – the outcomes of gender equality strategy and actions have resulted in progress towards parity in representation at all levels, in promotion and hiring, and in salary

The methodology (questionnaire) was developed with assistance from McKinsey & Company in 2016, and Women in Governance has a number of partners and consultants (Mercer and Willis Towers Watson) that conduct the evaluation.

CERTIFICATION PROCESS:
1. **Assessment** – complete pre-qualification and questionnaire
2. **Certification** – receive a level of certification and customized report of results
3. **Gender Parity Community** – participate in HR forums and women in leadership events
4. **Recognition and Branding** – attend the annual recognition gala and leverage certification
5. **Enablement Services** – develop a Roadmap to Parity and action plans
6. **Recertification** – sustain gender parity

Completing the certification questionnaire can take between eight and 15 hours, depending on whether or not an organization has assembled all required information. Women in Governance provides a customized report following the assessment and has a fit-for-purpose consulting services offering which can further support progress to implement and build on the report.

RECERTIFICATION PROCESS:
Organizations are required to recertify every year to encourage continuous work towards gender parity by inputting their new or revised data into a confidential online platform. If a company has not made improvements, they can maintain their current level, but they can also drop levels if they regress.

To read more about Women in Governance's Parity Certification, click here.

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162 Women in Governance, "Parity Certified," 2020.

4. REPORTING RESOURCES

BUSINESS REPORTING ON THE SDGs – ACTION PLATFORM (UN GLOBAL COMPACT & GLOBAL REPORTING INITIATIVE)[163]

The resources that make up "Business Reporting on the SDGs – Action Platform" were developed collaboratively by UNGC and GRI to help organizations uphold and track the progress of SDGs. While the Action Plan includes detailed information about how to implement, analyze, and record all 17 SDGs, the summaries below focus on SGD 5 – Achieve Gender Equality and Empower All Women and Girls.

The three resources listed below, **"An Analysis of the Goals and Targets", "Integrating the SDGs into Corporate Reporting: A Practical Guide",** and **"In Focus: Addressing Investor needs in Business Reporting on the SDGs"** correspond with one another to build the five steps of the SDG Compass:

Step 1. Understanding the SDGs: "Integrating the SDGs into Corporate Reporting: A Practical Guide"

Step 2. Defining priorities: "An Analysis of the Goals and Targets"; and "Integrating the SDGs into Corporate Reporting: A Practical Guide"

Step 3. Setting goals: "Integrating the SDGs into Corporate Reporting: A Practical Guide"

Step 4. Integrating: "Integrating the SDGs into Corporate Reporting: A Practical Guide"

Step 5. Reporting and communicating: "An Analysis of the Goals and Targets"; and "Integrating the SDGs into Corporate Reporting: A Practical Guide"

AN ANALYSIS OF THE GOALS AND TARGETS (UN GLOBAL COMPACT AND GLOBAL REPORTING INITIATIVE)[164]

This publication aims to help all businesses regardless of size and geographical location improve their SDG reporting and performance prior to the 2030 Agenda for Sustainable Development. It features an inventory of possible disclosures – both qualitative and quantitative based on a globally accepted framework for business – according to the SDGs.

This resource provides the following information that can be used to improve reporting and advance gender equality in the workplace.

- A list of existing disclosures from reputable sources
- Identifies gaps in the existing disclosures
- Possible actions businesses can take to achieve gender equality
- SDG indicators developed by UN-backed Inter-agency Expert Group

To read more about the available business disclosures, click here (pages 59-68).

INTEGRATING THE SDGs INTO CORPORATE REPORTING: A PRACTICAL GUIDE (UN GLOBAL COMPACT AND GLOBAL REPORTING INITIATIVE)[165]

This guide was developed by the UNGC to help companies establish or further improve their reporting mechanisms related to the SDGs. It does not propose a new reporting framework; instead, it outlines a three-step process designed to entrench the SDGs into a pre-existing reporting framework.

STEP 1: DEFINE PRIORITY SDG TARGETS
- 1.1: Understand the SDGs and their targets
- 1.2: Conduct principled prioritization of SDG targets
- 1.3: Define your SDG-related report content

STEP 2: MEASURE AND ANALYZE
- 2.1: Set business objectives
- 2.2: Select appropriate disclosures
- 2.3: Collect and analyze data

STEP 3: REPORT, INTEGRATE, AND IMPLEMENT CHANGE
- 3.1: Consider general features of good practice when reporting on the SDGs
- 3.2: Consider data users' information needs

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163 UN Global Compact and Global Reporting Initiative, "Business Reporting on the SDGs – Action Platform," n.d.

164 UN Global Compact and Global Reporting Initiative, "An Analysis of the Goals and Targets," 2017.

165 UN Global Compact and Global Reporting Initiative, "Integrating the SDGs into Corporate Reporting: A Practical Guide," 2018.

- 3.3: Report and implement change

To read the guide, click here.

IN FOCUS: ADDRESSING INVESTOR NEEDS IN BUSINESS REPORTING ON THE SDGS[166]

This document builds on currently available disclosures and provides perspectives and recommendations to help companies include information related to the SDGs in their corporate reporting in a way that can effectively inform investor decision-making processes.

The 10 key recommendations in this report provide context on different investor approaches and essential elements for investor-relevant SDG business reporting. They complement the recommendations provided in "Integrating the SDGs into Corporate Reporting: A Practical Guide."

MESSAGE AND APPROACH
1. Consistency of message for investors aligned with others addressing SDG contributions
2. Integrated approach between SDG-related strategy and performance and overall sustainability and business strategy

STRATEGY AND GOVERNANCE
3. Linkage of SDG trends and key factors driving corporate strategy
4. Management approach to critical issues
5. Appraisal and reward for meeting SDG targets

REPORT CONTENT
6. Analysis of risk and opportunities towards SDGs
7. Quality and balance between facts and statements about SDG contributions
8. Forecasting by demonstrating cause and effect between SDG and business performance

DATA FORMAT
9. Standardized data that is comparable across time and companies
10. Links to data in raw form

To read more, click here.

WOMEN'S EMPOWERMENT PRINCIPLES: REPORTING ON PROGRESS (UN WOMEN & UN GLOBAL COMPACT)[167]

The UN Women and UN Global Compact have produced this gender-specific guidance that offers practical advice on how to report on each of the seven Women's Empowerment Principles. It provides general reporting approaches and specific examples of disclosures and performance indicators for each Principle. Importantly, the guidance aligns with established reporting frameworks such as the Global Reporting Initiative (GRI), and can be integrated into businesses' UN Global Compact Communication on Progress (COP).

To learn more, click here.

EMBEDDING GENDER IN SUSTAINABILITY REPORTING: A PRACTITIONER'S GUIDE (INTERNATIONAL FINANCE CORPORATION & GLOBAL REPORTING INITIATIVE)[168]

This guide seeks to help enterprises tap into emerging best practices in sustainability reporting, achieve bottom-line benefits, and create new opportunities for women in the private sector by better understanding and managing gender perspectives in their businesses. The guide comprises gender equality discussions around organizational governance and values, workplace, supply chain, community, consumers, and investment.

To learn more, click here.

GLOBAL REPORTING STANDARDS[169]

Global Reporting Initiative (GRI) Standards help reporting organizations understand and communicate the impact of their business on critical sustainability issues. GRI Standards can be used to report on social impact related to gender measurements using the following standards:

GRI 401: Employment 2016: This Standard sets out reporting requirements on the topic of employment and it highlights hiring, recruitment, retention, and working conditions both within the company and throughout the supply chain.[170] To learn more, click here.

- GRI 401-1 provides a company with information about its efforts and results when implementing inclusive recruitment practices – not only gender (i.e. new hires and turnover)
- GRI 401-3 deals with parental leave policies (e.g. number of employees that took parental leave – by gender, number of employees that returned to work after parental leave)

GRI 405: Diversity and Equal Opportunity 2016: This Standard addresses the company's approach to diversity and equal opportunity at work and it highlights management approach to the topic, diversity

166 UN Global Compact and Global Reporting Initiative, "In Focus: Addressing Investor Needs in Business Reporting on the SDGs," n.d.
167 UN Women and UN Global Compact, "Women's Empowerment Principles: Reporting on Progress," 2012.
168 Global Reporting Initiative & International Finance Corporation, "Embedding Gender in Sustainability Reporting: A Practitioner's Guide," 2009.
169 Global Reporting Initiative, "Global Reporting Standards," n.d.
170 Global Reporting Initiative, "GRI 401: Employment 2016 (containing Standard Interpretation 1)," 2016.

of governance bodies and employees, and ration of basic salary and remuneration of women to men.[171] To learn more, click here.

GRI 404: Training and Education 2016:
This Standard provides insight into the scale of an organization's investment in training, and the degree to which the investment is made across the entire employee base.[172] To learn more, click here.

SASB STANDARDS (SUSTAINABILITY ACCOUNTING STANDARDS BOARD)[173]

The Sustainability Accounting Standards Board (SASB) Foundation establishes and maintains disclosure standards on sustainability matters to help facilitate communication between companies and investors. SASB has developed over 70 industry-specific standards, and its framework is organized into five sustainability dimensions: environment, social capital, human capital, business model and innovation, and leadership and governance. Human capital and social capital dimensions are key areas for businesses to examine while reporting on gender equality in the workplace.

Human Capital: This dimension addresses the management of a company's human resources as key assets for delivering long-term value, including:

- Labour relations
- Fair labour practices
- Diversity and inclusion
- Employee health, safety, and wellbeing
- Compensation and benefits
- Recruitment, development, and retention

Social Capital: This dimension relates to the expectation that a business will contribute to society in return for a social license to operate. The dimension includes:

- Human rights and community relations
- Customer welfare
- Fair disclosure and labelling
- Fair marketing and advertising

To learn more about SASB standards, click here.

SASB also offers a number of helpful tools and resources. To identify the materiality of gender equality in different sectors and industries using SASB's Materiality Map, click here. To download the current standards for your industry, click here.

GENDER EQUALITY INDICES

To improve the quality, consistency, and transparency of gender equality reporting, organizations can refer to a variety of gender equality indices. These are applicable across industries and sectors and help to develop benchmarks relating to gender equality performance.

THE BLOOMBERG GENDER-EQUALITY INDEX (GEI)[174]

The Bloomberg Gender-Equality Index (GEI) is an international standardized reporting and disclosure method to allow companies to publicly illustrate their commitment to equality and advancing women in the workplace. The Bloomberg Terminal is the only place where investors can access comprehensive and comparable information about gender equality at publicly funded businesses.

Bloomberg's Gender Reporting Framework is provided to companies at no cost to allow them to promote gender equality across different areas. In 2019, 230 companies were included in the Index, including Scotiabank, Sodexo, and Unilever. Bloomberg's 2020 Gender Reporting Framework is outlined below:

Section 1: Female leadership & talent pipeline: Measures the company's commitment to attracting, retaining, and developing women into senior leadership positions.

Section 2: Equal pay & gender pay parity: Addresses how a company is closing the gender pay gap through transparent and effective action plans.

Section 3: Inclusive culture: Evaluates the policies, benefits, and programs that contribute to an inclusive work environment where all employees are valued and have equal opportunities.

Section 4: Pro-women brand: Gauges how a company is perceived by stakeholders considering factors such as supply chain and how women are portrayed in advertising.

Learn more here

THOMSON REUTERS DIVERSITY AND INCLUSION INDEX[175]

The Thomson Reuters Diversity and Inclusion Index transparently and objectively measures the relative performance of companies against factors that define diverse and inclusive workplaces. After ranking over 7,000 companies based on ESG data, the D&I Index identifies the top 100 publicly traded companies with the most diverse and inclusive workplaces. Top ranked companies include Gap, Nestlé, and Microsoft.

The index's 24 metrics are organized into four pillars:

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171 Global Reporting Initiative, "GRI 405: Diversity and Equal Opportunity 2016," 2016.
172 Global Reporting Initiative, "GRI 404: Training and Education 2016," 2016.
173 Sustainability Accounting Standards Board, "SASB Standards," n.d.
174 Bloomberg, "Bloomberg Gender-Equality Index," n.d.
175 Refinitiv, "Thomson Reuters Diversity and Inclusion Index," 2018.

1. **Diversity:** Measures board gender diversity, new women employees, diversity process, etc.
2. **Inclusion:** Measures flexible working hours, day care services, employees with disabilities, etc.
3. **People development:** Measures internal promotion, management training, employee satisfaction, etc.
4. **News & controversies:** Measures diversity and opportunity controversies, and wages or working conditions controversies.

Learn more here

EQUILEAP GENDER EQUALITY INDICES[176]

Equileap is a leading organization providing data and insights on gender equality in the corporate sector. Equileap has designed several gender equality indices that have gathered data on over 3,000 companies. Investment professionals can license this data to screen existing portfolios or create new products. The following Equileap indices have 19 measurables that are grouped into four categories:

1. **Gender balance in leadership criteria:** Non-executive board, executives, senior management, workforce, promotion and career development opportunities.
2. **Equal compensation and work life balance criteria:** Fair remuneration, equal pay, parental leave, flexible work options.

3. **Policies promoting gender equality criteria:** Training and career development, recruitment strategy, freedom from violence, abuse and sexual harassment, safety at work, human rights, social supply chain, supplier diversity, employee protection.
4. **Commitment to transparency and accountability criteria:** Commitment to women's empowerment, audit.

The following comprise Equileap's Gender Equality Indices:

- **Solactive Equileap North American Gender Equality Index**
  Provides exposure to companies listed and domiciled in Canada that have demonstrated a commitment to gender diversity as part of their corporate responsibility strategy.
- **Solactive Equileap European Gender Equality 75 Index**
  Provides exposure to the top European companies that are leading the way in gender equality.
- **Morningstar Women's Empowerment Index built with Equileap**
  Provides exposure to U.S companies that have incorporated gender diversity within their policies and corporate culture and ensure that all employees have equal opportunity.
- **Solactive Equileap Global Gender Equality Index Family**
  Tracks the top companies leading the way in gender equality internationally and with specific regional focus.

- **Solactive Equileap Global Gender Equality 100 Leaders Index**
  Tracks the top 100 companies leading the way in gender equality internationally.

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176 Equileap, "Equileap Gender Equality Indices," n.d.

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