

Words 2 ACTION

DEI Mobilization Map



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Project Introduction

Words 2 ACTION: DEI Mobilization Map

The impetus of this document was to turn the recommendations from *“How Inclusive are Canada’s Chambers of Commerce? A Report Card”* into actionable steps, however the project has morphed into a **map for any organization** to mobilize people and DEI policies to address widespread systemic inequities.

Creating a diverse, equitable and inclusive organization and embedding that into an organization’s heartbeat is no longer optional. If your organization has not begun to consider significant changes in DEI and the shifting of power dynamics, have you considered the cost?

- In 2021, nearly **90% of all population growth was driven by immigration**. Immigrants account for **23% of Canada’s total population, the highest since Confederation in 1867** and the **highest among all G7 countries**. ([Statistics Canada](#))
- The **Indigenous youth population is set to reach 1 million by 2027** and is growing at **four times the national average**. ([Indigenomics Institute](#))
- **Closing the gap between Indigenous and non-Indigenous Canadians would lead to an increase of \$27.7 billion** or a boost of 1.5% to Canada’s economy. ([National Indigenous Economic Strategy for Canada 2022](#))
- Improvements to workplace access **would allow over half a million Canadians with disabilities to work more, increasing GDP by \$16.8 billion by 2030**. ([The Conference Board of Canada](#))

If Canada were a fully accessible and inclusive society, the economic benefits would amount to about \$337.7 billion or 17.6 percent of the GDP ([The Institute for Work & Health](#))

Building on the work of the post-secondary student authors of the previous report, *“How Inclusive are Canada’s Chambers of Commerce: A Report Card”*, this mobilization map translates the report card’s final recommendations into actionable items any organization can implement.

A second group of post-secondary students, from equity-deserving groups, through the **Venture for Canada Intrapreneurship Program**, were asked how they would create work spaces where they themselves could feel a sense of belonging and therefore show up as their full, authentic selves.

Canada’s young adults want to witness your senior leadership recognizing privilege publicly, in all its forms, leading with vulnerability and having awkward conversations. **They want you to know your DEI commitment must be rooted in action.**

[Benefits Canada’s recent survey](#) found that **61 percent of generation Z workers (born between 1997 and 2012) expect business leaders to show up and speak up when it comes to climate change, racism and social equity.**

Can you afford to ignore the citizens of Canada’s future? Are you ready to fully commit?

If yes, then please examine these suggestions with an open mind and prepare to hold space for uncomfortable conversations that spark change.

*Please note: The use of the word **employee** can be interchangeable with **member** and/or **volunteer**. The use of the word **management** can be interchangeable with **leadership**, **senior leadership** and/or **executive**.



Shauna Rae,
Founder and CEO,
Radar Media

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Inclusion

What is INCLUSION?

Inclusion refers to the act of ensuring everyone is given equal access, opportunity, and respect regardless of their race, gender, age, religion, or any other characteristic. It involves creating an environment where everyone feels welcomed, valued, and supported.

1. Integrate DEI into the organizational vision, mission, and core values:	
<input type="checkbox"/>	1.1. Make DEI a core value of the organization:
<input type="checkbox"/>	1.1.1. Communicate values regularly and reinforce through employee training, policies, and practices
<input type="checkbox"/>	1.2. All policies and practices should be reviewed and updated to ensure promotion of diversity, equity, inclusion and accessibility:
<input type="checkbox"/>	1.2.1. Hiring
<input type="checkbox"/>	1.2.2. Promotion
<input type="checkbox"/>	1.2.3. Performance evaluation
<input type="checkbox"/>	1.2.4. Employee benefits
<input type="checkbox"/>	1.3. Prioritize using inclusive language in all organizational communication:
<input type="checkbox"/>	1.3.1. Clarify language to convey organizational commitment to diversity and an inclusive environment
<input type="checkbox"/>	1.3.2. Avoid gendered language
<input type="checkbox"/>	1.3.3. Use person-first language and language sensitive to different cultural backgrounds
<input type="checkbox"/>	1.3.4. Change/reword policies to encourage inclusion rather than create exclusion: Ex.: Winter or Holiday Break; rather than Christmas Break
<input type="checkbox"/>	1.4. Commitment from leadership and employees:
<input type="checkbox"/>	1.4.1. Promote employee resource groups
<input type="checkbox"/>	1.4.2. Celebrate cultural events and holidays
<input type="checkbox"/>	1.4.3. Recognize and value the contributions of all employees

Notes:



2. Formulate a distinct DEI statement and policy to affirm commitment to DEI values and guide the progressive achievement of DEI goals:	
<input type="checkbox"/>	2.1. Define key terms related to DEI, such as diversity, equity, inclusion and accessibility to ensure clarity and understanding
<input type="checkbox"/>	2.2. Establish a DEI committee
<input type="checkbox"/>	2.3. Establish clear accountability measures to ensure the organization is making progress toward its DEI goals:
<input type="checkbox"/>	2.3.1. Report regularly on DEI initiatives and progress
<input type="checkbox"/>	2.3.2. Review and update DEI statement and policy regularly to ensure relevancy and effectiveness
<input type="checkbox"/>	2.3.3. Solicit feedback from key stakeholders:
<input type="checkbox"/>	2.3.3.1. Monitor progress toward DEI goals
<input type="checkbox"/>	2.3.3.2. Make necessary revisions based on changing organizational needs and priorities
<input type="checkbox"/>	2.3.3.3. Uphold DEI with partnerships to foster inclusivity
<input type="checkbox"/>	2.4. Re-build organizational environment to ensure employees feel comfortable enough to address employers about issues:
<input type="checkbox"/>	2.4.1. Create employment contracts outlining employer responsibilities to not discriminate against an individual on the basis of disability, including presuming that an individual has a disability
<input type="checkbox"/>	2.4.2. Provide accommodation for disabled employees without causing undue hardship
<input type="checkbox"/>	2.4.3. Nurture understanding and a willingness to have conversations that will result in changes to workplace culture/attitude so employees feel comfortable speaking up, even when it's not 'in the moment' when witnessing or hearing discriminatory practices
<input type="checkbox"/>	2.4.4. Management/board members must:
<input type="checkbox"/>	2.4.4.1. Enforce mandatory DEI events and workshops
<input type="checkbox"/>	2.4.4.2. Hire a consultant to support conversations
<input type="checkbox"/>	2.4.4.3. Express willingness to engage in open and honest conversations (even and especially CEO/ED)
<input type="checkbox"/>	2.4.4.4. Shift away from a hostile workplace
<input type="checkbox"/>	2.4.5. Create comfort to disclose:
<input type="checkbox"/>	2.4.5.1. Mental struggle and the need of support:
<input type="checkbox"/>	2.4.5.1.1. Encourage discussions about the prioritization of employee mental health and reducing stigma to support employee well-being
<input type="checkbox"/>	2.4.5.2. Overwork and the need to discuss scheduling (Ex. Unpaid overtime work)
<input type="checkbox"/>	2.4.5.3. Disabilities:
<input type="checkbox"/>	2.4.5.3.1. Allows employee to communicate need for accommodations
<input type="checkbox"/>	2.4.5.3.2. Reduces fear of discrimination

3. Demonstrate respect for Indigenous land, history, and the diverse composition and cultures of the community:

- 3.1. Begin meetings and events with an acknowledgment of the traditional land and the Indigenous people who were there first, showing respect for the land and the people who have been its caretakers for generations
- 3.2. Establish partnerships with local Indigenous communities to support Indigenous initiatives and learn from their knowledge and experience to demonstrate respect for the community and build relationships
- 3.3. Promote cultural education and awareness through workshops, seminars, and other learning opportunities to demonstrate understanding of the need for diversity

4. Highlight the organization's progress towards meeting DEI objectives and promote DEI-related activities, collaborations, and success stories:

- 4.1. Host events that promote DEI-related activities and collaborations:
 - 4.1.1. Diversity fairs
 - 4.1.2. Cultural celebrations
 - 4.1.3. Panel discussions on DEI-related topics
- 4.2. Celebrate the diversity of the organization by recognizing important holidays and cultural events
- 4.3. Share updates on DEI initiatives and progress through internal communication channels

5. Highlight specific business resources for marginalized groups:

- 5.1. Host free/low-cost programs to help employees learn from others about growing a business/being an entrepreneur
- 5.2. Provide training on how to access resources and support through mentoring or coaching
- 5.3. Conduct surveys and assessments to understand needs of marginalized groups within the organization and to gather feedback on the available resources:
 - 5.3.1. Use feedback to improve the resources and supports that are offered
- 5.4. Measure impact of the available resources for marginalized groups to understand effectiveness and identify opportunities for improvement

Notes:

6. Mainstream DEI considerations in all aspects of the organization's management and operation:	
<input type="checkbox"/>	6.1. Establish clear and measurable DEI goals for the organization that align with mission and values:
<input type="checkbox"/>	6.1.1. Integrate into organizational strategic planning and operational processes
<input type="checkbox"/>	6.2. Provide DEI training to all employees and managers
<input type="checkbox"/>	6.3. Use inclusive language and imagery in all internal and external communication materials, including job descriptions, marketing materials, and social media posts
<input type="checkbox"/>	6.4. Host events at various times (Ex. breakfast events instead of after work day):
<input type="checkbox"/>	6.4.1. Allows people with families to be able to participate
<input type="checkbox"/>	6.4.2. Ensures events are inclusive of employees with diverse backgrounds and needs
7. Adopt measures to improve the accessibility of online resources, including, for instance, audio transcripts and alternative texts for images:	
<input type="checkbox"/>	7.1 Develop accessibility guidelines that provide clear guidance on creating accessible online resources:
<input type="checkbox"/>	7.1.1. Guidelines should cover topics such as alt-text for images, closed captioning for videos, and accessible website design
<input type="checkbox"/>	7.2. Use accessible web design techniques, such as high-contrast colors and clear navigation, to ensure all users can easily navigate and interact with the organization's online resources
<input type="checkbox"/>	7.3. Regularly review and update online resources to ensure they meet accessibility guidelines and best practices including updates to alt-text for new images, captioning new videos, and updates to website design
<input type="checkbox"/>	7.4. Train staff on accessibility guidelines and best practices to ensure all online resources are created with accessibility in mind
<input type="checkbox"/>	7.4.1. Training on how to add alt-text to images, how to create accessible PDFs, and how to caption videos
8. Integrate DEI in visual representations used on the website through, for instance, depictions of diverse groups, behaviors, and attires:	
<input type="checkbox"/>	8.1. Use images on the website that depict people from diverse backgrounds, cultures, and identities like images of people of different ages, races, genders, sexual orientations, abilities, and religions
<input type="checkbox"/>	8.2. Avoid using stereotypical or tokenistic images that reinforce biases or perpetuate negative stereotypes:
<input type="checkbox"/>	8.2.1. Use authentic images that accurately represent the diversity of the organization and community
<input type="checkbox"/>	8.3. Show people in a range of attire that reflects the diversity of dress styles and cultural traditions

Notes:

Diversity

What is DIVERSITY?

Diversity starts with acknowledgement. Organizations must recognize each individual is made up of unique lived experiences, cultural backgrounds, race, religion, age, gender, sexuality, abilities, socioeconomic status, and neurodiversity that all provide a distinctive perspective in the running of an organization. This concept celebrates each individual for their differences and encourages cultural competency. In an organization, this benefits innovation and productivity, while also focusing on employee satisfaction. With commitment, this mobilization map will work as a guide to promoting diversity within an organization. In the previous report, we have defined the minimum threshold for visual diversity in an organization as 50% women and 25% BIPOC.

1. Ensure diverse representation in the board of directors and senior management:	
<input type="checkbox"/>	1.1. Mandate personal education programs on DEI-related topics for board members and management
<input type="checkbox"/>	1.2. Revise term lengths and policy on repeating terms for board members and management
<input type="checkbox"/>	1.3. Commit to a hiring policy that requires a minimum diversity standard (50% women and 25% BIPOC)
<input type="checkbox"/>	1.4. Appoint a dedicated DEI representative to the board and involve them in executive decision making
2. Ensure diverse representation among staff and committee members:	
<input type="checkbox"/>	2.1. Mandate regular examinations of company culture and environment:
<input type="checkbox"/>	2.1.1. Are values of DEI being reflected in the workplace and management?
<input type="checkbox"/>	2.1.2. Does this environment encourage diversity?
<input type="checkbox"/>	2.1.3. Do employees feel safe enough to express themselves?
<input type="checkbox"/>	2.1.4. Do employees feel safe enough to communicate any problems that occur?
<input type="checkbox"/>	2.2. Reduce social and economic barriers of diverse representations:
<input type="checkbox"/>	2.2.1. Provide an economic-based membership
<input type="checkbox"/>	2.2.2. Offer free memberships to individuals who show commitment to their communities, especially to those from diverse backgrounds
<input type="checkbox"/>	2.2.3. Provide a safe anti-discriminatory workplace (see #7)
<input type="checkbox"/>	2.3. Organize fundraisers and work events with marginalized groups:
<input type="checkbox"/>	2.3.1. Does this event promote community spirit?
<input type="checkbox"/>	2.3.2. Is this event impactful?
<input type="checkbox"/>	2.4. Provide necessary accommodations to satisfy all employees (see #8)
<input type="checkbox"/>	2.5. Reach a minimum diversity standard with all staff

3. Illustrate and highlight diversity among personnel on organization website:	
<input type="checkbox"/>	3.1. Create a dedicated website section of biographies/articles that reflects an individual's story, experiences, and ideas. This section will have a clear accessible link from the front page
<input type="checkbox"/>	3.2. Article Criteria:
<input type="checkbox"/>	3.2.1. Does this article give a different perspective?
<input type="checkbox"/>	3.2.2. Does it truly capture the individual's lenses?
<input type="checkbox"/>	3.2.3. Does it share the daily experiences and challenges of the individual?
<input type="checkbox"/>	3.2.4. Does it inspire? Does it open up conversation?
<input type="checkbox"/>	3.2.5. Does it keep the true history alive?
<input type="checkbox"/>	3.3. Highlight specific individual stories on the front page of the website
4. Establish dedicated management and staff positions to advance DEI objectives:	
<input type="checkbox"/>	4.1. Create an educated task force, with backgrounds in cultural studies, different lived experiences, and changing perspectives to prioritize DEI objectives:
<input type="checkbox"/>	4.1.1. Dedicate weekly meetings to discuss DEI goals and how to take action
<input type="checkbox"/>	4.1.2. Dedicate budget to meet such goals
<input type="checkbox"/>	4.1.3. Dedicate company time to taking action to meet goals:
<input type="checkbox"/>	4.1.3.1. Conduct surveys and interviews with employees
<input type="checkbox"/>	4.1.3.2. Conduct surveys and interviews with community
<input type="checkbox"/>	4.1.3.3. Write and publish articles regarding DEI and stories from the community and employees
<input type="checkbox"/>	4.1.3.4. Create workshops for DEI learning:
<input type="checkbox"/>	4.1.3.4.1. Support meetings
<input type="checkbox"/>	4.1.3.4.2. Bias training
<input type="checkbox"/>	4.1.3.4.3. Communication training
<input type="checkbox"/>	4.1.3.4.4. Cultural competency / Sensitivity training
<input type="checkbox"/>	4.1.3.4.5. Leadership training with an emphasis on DEI
<input type="checkbox"/>	4.1.3.5. Develop a DEI training plan:
<input type="checkbox"/>	4.1.3.5.1. New members/employees must take a DEI course
<input type="checkbox"/>	4.1.3.5.2. Mandatory updated training on DEI yearly for all employees

5. Reform hiring practices to actively encourage applications from diverse candidates:	
<input type="checkbox"/>	5.1. Make job listings more approachable by removing unnecessary qualifications:
<input type="checkbox"/>	5.1.1. Will this be needed for the job?
<input type="checkbox"/>	5.1.2. Can this be easily trained?
<input type="checkbox"/>	5.2. Re-evaluate necessary skills needed:
<input type="checkbox"/>	5.2.1. Will this be needed for the job?
<input type="checkbox"/>	5.2.2. Can this be easily trained?
<input type="checkbox"/>	5.3. Re-evaluate the time and experiences really needed for the job. Consider the validity of education and experience from outside of Canada:
<input type="checkbox"/>	5.3.1. Is there education from an accredited institute?
<input type="checkbox"/>	5.3.2. Does the experience line up with roles and tasks of the job?
<input type="checkbox"/>	5.4. Consider how candidates will adopt to company culture:
<input type="checkbox"/>	5.4.1. Will this employee feel tokenized?
<input type="checkbox"/>	5.4.2. Will this employee feel belonging?
<input type="checkbox"/>	5.4.3. Will this employee require any necessary accommodations?
6. Design the hiring process to enhance accessibility and opportunity for diverse applicants to succeed:	
<input type="checkbox"/>	6.1. Mandate a visibly diverse hiring panel
<input type="checkbox"/>	6.2. Mandate training for all hiring managers on implicit/explicit biases and equitable hiring
<input type="checkbox"/>	6.3. Provide necessary accommodations to potential hires:
<input type="checkbox"/>	6.3.1. Arrange for interpreters (different languages and sign language)
<input type="checkbox"/>	6.3.2. Arrange for caretakers for children
<input type="checkbox"/>	6.3.3. Remove possible technological barriers:
<input type="checkbox"/>	6.3.3.1. Provide access to paid programs
<input type="checkbox"/>	6.3.3.2. Provide laptop / tablet for interview
<input type="checkbox"/>	6.4. Create a guideline for the interview to avoid any biases that may come up
<input type="checkbox"/>	6.5. Release interview questions beforehand:
<input type="checkbox"/>	6.5.1. Will this reduce stress and anxiety for the applicant?
<input type="checkbox"/>	6.5.2. Will this prepare applicants for any triggers that may come up in the interview?

<input type="checkbox"/>	6.6. Hiring Criteria Questions:
<input type="checkbox"/>	6.6.1. How will this individual blend with the organization's culture?
<input type="checkbox"/>	6.6.2. How will this individual affect the community and organization's image?
<input type="checkbox"/>	6.6.3. Does this individual hold the values of DEI?
7. Establish human resource management measures to support, promote and retain personnel from diverse backgrounds:	
<input type="checkbox"/>	7.1. Celebrate holidays of different religions and cultures within the organization
<input type="checkbox"/>	7.2. Recognize days of reconciliation (National Day for Truth and Reconciliation)
<input type="checkbox"/>	7.3. Create a resource directory so employees can find and communicate with DEI resources from a variety of organizations
<input type="checkbox"/>	7.4. Ensure HR representatives are trained to find resources relating to DEI:
<input type="checkbox"/>	7.4.1. Establish a network to communicate with different DEI organizations for expert advice in promoting diversity within the organization
<input type="checkbox"/>	7.5. Provide confidential consultation with employees and HR personnel regarding DEI problems:
<input type="checkbox"/>	7.5.1. Open communication
<input type="checkbox"/>	7.5.2. Punishment-free
<input type="checkbox"/>	7.6. Install a strict anti-discriminatory policy:
<input type="checkbox"/>	7.6.1. Policies discuss tolerance on racism, homophobia, ableism, etc.
<input type="checkbox"/>	7.6.2. Policies discuss punishment when this is violated
<input type="checkbox"/>	7.7. Standardize performance evaluations to avoid any biases for promotions, etc.
8. Physically re-structuring the workplace so that it accommodates those of different identities (ex. religions):	
<input type="checkbox"/>	8.1. Focus on a proactive rather than a reactive approach in setting up an organization:
<input type="checkbox"/>	8.1.1. Braille in the workplace to identify bathrooms, different offices, etc.
<input type="checkbox"/>	8.1.2. Gender free washrooms
<input type="checkbox"/>	8.1.3. Video/Picture/Audio alternatives to texts
<input type="checkbox"/>	8.1.4. Designated prayer room
<input type="checkbox"/>	8.1.5. Ramps and automatic doors throughout the building
<input type="checkbox"/>	8.1.6. Menstrual leave
<input type="checkbox"/>	8.1.7. Paid leave days for specific religious/ cultural holidays

Equity

What is EQUITY?

Equity is different from equality. Equity recognizes that not all start from the same place, and provides appropriate support and resources depending on needs. In an equitable solution, not all factors may receive the same support. The end goal of equity is to even the playing field.

1. If your organization has a membership fee, lower the financial barrier to entrance by establishing different categories of membership:	
<input type="checkbox"/>	1.1. Provide free, or reduced memberships for younger people (18-25 yrs) and seniors (65+ yrs)
<input type="checkbox"/>	1.2. Introduce a “pay-what-you-can” system:
<input type="checkbox"/>	1.2.1. Sliding scale payment systems allows people to contribute only what they are reasonably able to, without causing undue financial burden
<input type="checkbox"/>	1.3. Provide a grant to members who show a drive for DEI. Give those committed to DEI roles within the organization a free membership or other perk or incentive
2. Prioritize the commitment to equity through strategic budget allocation and program implementation:	
<input type="checkbox"/>	2.1. Allocate a budget for salaries supporting DEI committee roles, and for education and training within your company
<input type="checkbox"/>	2.2. Revisit why implementing equity within your business structure is crucial to your organization
<input type="checkbox"/>	2.3. Finding the value in implementing equitable business practices is the first step in implementation:
<input type="checkbox"/>	2.3.1. How does prioritizing equity support your diverse employees and consumers, make them feel valued, increase new membership/hires?
3. Establish a dedicated DEI committee to identify and address systemic inequities in the company and work towards solving them:	
<input type="checkbox"/>	3.1. Establish employment positions within the organization that are specific to DEI implementation. Support this with budget allocation
<input type="checkbox"/>	3.1.1. Members should be diverse. Internal and external job postings should be used to gather a diverse pool of applicants
4. Review hiring practices to ensure all candidates are given equal opportunities to show why they are the best fit for the position:	
<input type="checkbox"/>	4.1. Review job descriptions:
<input type="checkbox"/>	4.1.1. Consider whether current qualifications are necessary
<input type="checkbox"/>	4.1.2. Give candidates the chance to explain the value of their lived experience during interviews
<input type="checkbox"/>	4.2. Ensure hiring panel members are diverse, trained on biases and conducting accessible, equitable interviews

5. Establish a transparent monitoring, evaluation, learning, and accountability system for reviewing progress in implementing DEI policies:

<input type="checkbox"/>	5.1. Hold individuals accountable for learning what equity means and why it is important
<input type="checkbox"/>	5.2. DEI committee:
<input type="checkbox"/>	5.2.1. Hold accountable for sourcing and implementing necessary workshops or providing online courses for all company employees to take, to increase awareness of equity implementation in businesses
<input type="checkbox"/>	5.3. Decision makers:
<input type="checkbox"/>	5.3.1. Complete a yearly review of equity-focused policies, goals and/or processes in collaboration with the DEI committee to evaluate company progress
<input type="checkbox"/>	5.4. Make all evaluations accessible to all employees and the public

6. Partner with organizations that specialize in DEI, to deliver more effective DEI programs and services:

<input type="checkbox"/>	6.1. Seek guidance from other organizations or resources:
<input type="checkbox"/>	6.1.1. What are other organizations doing?
<input type="checkbox"/>	6.1.2. What is the result of this?
<input type="checkbox"/>	6.1.3. How do their employees and the public feel about this?
<input type="checkbox"/>	6.1.4. What aspects of their DEI practices can you adopt into your organization?
<input type="checkbox"/>	6.2. Research training programs that specialize in education about equity, or DEI training in general. If your company has not provided employees with robust and up-to-date DEI training, this should be a priority

7. Institute a transparent mechanism for DEI-related complaints and redress with appropriate oversight and accountability measures:

<input type="checkbox"/>	7.1. Provide an online forum where anyone can submit a suggestion or complaint about the company's DEI activities. This should be anonymous and easily accessible to employees and the public
<input type="checkbox"/>	7.2. Review of any submissions by the DEI committee and incorporate feedback into DEI practices

8. Introduce a clear and accessible channel for community engagement and feedback regarding DEI policy and action: (You may find it effective to combine this forum with the forum recommended in recommendation #7)

<input type="checkbox"/>	8.1. Create a dedicated section of the organization's website where the public can ask questions of the organization's DEI practices and find relevant DEI resources:
<input type="checkbox"/>	8.1.1. Include company DEI goals, values, mission statement
<input type="checkbox"/>	8.1.2. Make visible for employees/members and the public

Notes:

9. Invest in community welfare by supporting charities, food banks, settlement services, and other initiatives to reduce social inequities:	
<input type="checkbox"/>	9.1. Research to find appropriate annual/cyclical fundraisers to promote within the organization
<input type="checkbox"/>	9.2. Reach out to organizations/initiatives focusing on equity for partnerships or mentorship. Aim to support a wide variety of initiatives
10. Organize events, workshops, and training programs to raise awareness and induce action within the organization, amongst the membership, and external stakeholders. Where appropriate, offer incentives for effective participation:	
<input type="checkbox"/>	10.1. Make equity-related training available for all members of the company. These trainings should be reviewed for relevance annually, and updated as necessary
<input type="checkbox"/>	10.2. Create a culture of continuous learning to nurture growth and curiosity around equity
<input type="checkbox"/>	10.3. Share resources on a page online including a list of interesting books written by diverse authors
<input type="checkbox"/>	10.4. Provide a platform where employees can share impactful resources of their choosing with others in the organization
11. Organize specific events and activities around international and national observance and awareness days for marginalized groups:	
<input type="checkbox"/>	11.1. Make the company policy on days off for religious holidays clear and accessible
<input type="checkbox"/>	11.2. Include (Eid, Ramadan, Yom Kippur, Dia De Los Muertos, etc.) in monthly calendars to increase knowledge of important dates globally
12. Initiate and support wider campaigns against social and systemic injustices against marginalized groups:	
<input type="checkbox"/>	12.1. Research appropriate campaigns and create partnerships
13. If applicable to your company, design inclusive and participatory processes for marginalized groups in the community to be part of broad strategic planning or other appropriate decision-making processes:	
<input type="checkbox"/>	13.1. Increase diversity of employee pool:
<input type="checkbox"/>	13.1.1. Establish a DEI working group for community members
<input type="checkbox"/>	13.1.1.1. Attend high-level mission, vision, and value direction conversations with the DEI committee to provide a community lens

Notes:

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