



AMPLIFYING VOICES

RESEARCH PROJECT





am·pli·fy
/'amplə,fi/
verb

- *enlarge upon or add detail to (a story or statement).*



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INTRODUCTION

A local partnership between the Halifax Chamber of Commerce, Ashanti Leadership and Professional Development Services, My East Coast Experience, and Footprint Life Coaching, launched this research project in June 2021 to discover how the local business community understands the needs of an increasingly diverse workforce and population, and how it is adapting management styles as a result. The study results were based on information gathered via direct conversations with business leaders and focus group discussions with owners of businesses and employees of such businesses. Additionally, a questionnaire was designed and given out to business owners and employees linked to the Halifax Chamber of Commerce (but not exclusively). The outcome of the research is now being shared with the broader community, as of the termination of the research in January 2022.

The purpose of this research was to find out 'what works and what doesn't work' from business owners and employees around Nova Scotia. For instance, do businesses need to change in order to address issues of diversity, equity, inclusion, and accessibility (DEIA)? If so, what resources do they use? What policies, processes, tools, and structural changes do they use and/or implement? Do they work? If not, why not?

The approach of the researchers is that of "humble leaders" as outlined by Edgar H. Schein and Peter A. Schein in a book of the same name (2018), outlining the power of relationship building, openness, and trust.

The researchers wish to learn from businesses as to their levels of awareness of the terms diversity, equity, inclusion, and accessibility, as they interpreted them, and to explore in a safe, non-judgemental environment as to how DEIA are reflected in the operation of their businesses. Confidentiality and privacy was imperative. No quotations from interviews or the focus groups are used without the express permission of the business owner/leader concerned.

As part of democratising research (in the sense we all have a contribution to make based on our lived experience, knowledge, expertise in varying fields, varied cultural and ethnic backgrounds, differing generations, perceptions, and vision), we wished to model within our research team of 12+ associate subject matter experts how we worked, shared with each other our talents, influenced each other, and collaborated to produce a product to which we can all feel we contributed.

It is important to note the research was undertaken during the height of the COVID-19 pandemic and its variants. This had, and continues to have, a profound negative impact on businesses with staff layoffs, business closures, illness and deaths of employees and family members, and dramatic downturns in income. Major changes in business operations as a result were being instituted during the research.

The research team of Amplifying Voices are grateful to all the business owners and employees who participated in the research during this difficult time. Their commitment to the potential benefits of the research was exceptional, assisting in the gathering of hitherto unknown information that will better enable identifying levels of awareness, understanding, and willingness to address issues arising from the lived experience, including work experience, of individuals from communities of colour and other marginalized communities. We thank you.

The researchers would also like to acknowledge the contributions of all the participants in this study. Without their help and expertise the study could not have been completed.

SOCIETAL CONTEXT OF AMPLIFYING VOICES RESEARCH

The striking urgency and timing of this research revolves around generational indifference and devaluing of identified individuals and communities by those with the power to do so.

The indifference and devaluing can at times be lethal. A Black man of African descent, George Floyd, aged 48, on May 25, 2020 in Minneapolis, USA, was murdered by a White police officer, pressing on his neck in the full glare of social media for over eight minutes and 46 seconds while Floyd gasped for air. The death ritual was captured on social media as it happened and triggered a global awakening of differential treatment and injustice based on the colour of one's skin. What marked the murder of George Floyd from many other acts of mistreatment based on Black skin of African descent was that this was carried out in full public view.

Sonia Sanchez, poet, writer, playwright, professor, and activist, in her poem, *Progress Report*, grasps the light thrown onto events such as this and reminds us all of our responsibility and accountability through the words of Fanon:

“What is needed is to hold one's self like a sliver to the heart of the world, to interrupt if necessary the rhythm of the world, to upset if necessary the chain of command but to stand up to the world:

I do battle for the creation of a human world that is a world of reciprocal recognition.” (A New Origin Story, *The 1619 Project*, Edited by Nikole Hannah-Jones, Caitlin Roper, Ilena Silverman, and Jake Silverstein, 2021, pp479)

As a result of this brutal public murder, a collective discourse has emerged that has allowed greater room for Black perspectives to be heard and potentially understood, generating a greater understanding of the Black experience. However, missing from the public discussion is research-based information on how existing businesses in Nova Scotia are dealing with this new awareness. This research is designed to make a contribution to filling this gap in knowledge.

However, injustice and differential treatment is not confined to those who are non-White. Others pay a heavy price for being viewed as different and having a negative value placed on that difference. This enables injustice and discrimination to be levelled against those viewed as ‘not like us,’ and grants a degree of freedom from being sanctioned for such conduct. Nova Scotia has always been a very culturally and ethnically diverse geographic area with historic Indigenous communities settling here for over 3,000

years and Black community settlements dating over 400 years in duration. The histories of those peoples have been marked by oppression, struggle for survival, acknowledgement and reclamation of their rights to belong here due to their contributions to the overall economy of the area and to society in general.

New Canadians of colour settling in the area over the past decades also wish to, and do, contribute, and agencies such as The Black Business Initiative (BBI) over its 25 year history, have sought to enable that contribution by being ‘committed to growing a stronger Black presence in Nova Scotia's business community, acting as a catalyst for creating, equitable participation, and advancing the prosperity of Nova Scotia’.

There is wider societal licence allowing such injustice to take place. Examples of others subject to such behaviour include, women, those identified as having a disability, those who are aged, those identifying as lesbian, gay, bisexual, trans, queer, two spirited (LGBTQ2S+), and those who identify as Indigenous.

Audrey Lorde (1934-1992) challenges us all to change how we think about differences and instead of viewing variances between unique individuals as problematic, we need to reimagine our differences ‘as a source of power and creativity’. Lorde urges us to spend time on identifying ourselves through self-determination, owning ourselves, celebrating ourselves. We also need to encourage others to do the same. This mutuality, this sense of interdependence, this greater proximity to one another through reaching out to each other, brings us potentially closer, where we may feel our uniqueness is being acknowledged, a feeling we belong, and are valued.

The urgency and timing of this research is captured by the eight minutes and 46 seconds of Floyd's dying moments trying to breathe. We have reached a moment in global history where vast changes are taking place almost simultaneously. Population growth, major movements of peoples, the COVID-19 pandemic (and its variants, including the latest, Omicron), political instability, a global crisis in climate change, and economic imperatives driven by those factors, all of which have an impact on those already marginalized because of perceived differences.

As Tiff Macklem, governor of the Bank of Canada, stated in a presentation to Universities of Atlantic Canada in 2021, the “pandemic has also widened other divides. The closing of schools and daycares has been particularly hard on women because they still carry a heavier load for childcare. It has also been

unfair on those who can't work remotely and to those who can but don't have access to high-speed internet." He continued, "We won't heal the economy until we address these unequal impacts. And rather than trying to recover where we were before the pandemic, maybe we can bring the economy to a better place for everyone."

It is this 'better place,' the Amplifying Voices research initiative is seeking to find in partnership with the business community in Halifax and surrounding regions; not only in

TERMINOLOGY

Conversations about differences between us, how to learn respectfully about those differences, the worth we place on those, and the impact of such valuation on the individuals perceived to possess them must be carefully managed.

Differences can be immediately observable and permanent, while others can be unseen and possibly episodic. Without such thoughtful preparation we cannot move to the next stage, which is how can we use our mosaic of differences collectively to move our business forward and more successfully achieve our goals?

The following list of definitions were used to guide the

EQUITY

Equity is defined "as taking the range of human attributes and qualities into account and providing each individual with what they need to be successful"

EQUALITY

Equality is defined "as providing each individual with the same or similar opportunities and ensuring fairness in processes and outcomes so that each individual has an equal opportunity to make the most of their abilities."

INCLUSION

Inclusion is defined as ongoing practice of embracing equity, diversity, and manacihitiowin-a Cree/Michif phrase that translates to "let us respect each other" and taking action to create a supportive and welcoming environment.

respect to the economy, but within wider society itself and how it places a negative value on differences and acts on such valuations.

Many of the longstanding Black businesses are very successful and have made significant contributions to the economy in spite of the marginalization and exclusion they have faced. Yet, they continued to contribute to the economic sustainability of the Province.

questionnaire. According to Livermore, there are two kinds of differences "that most typically influence workplace behaviour": Visible diversity deriving from ethnicity, age, gender, or physical disability, and underrepresentation in the workforce of people from cultures different than most members of the group. In this report, the focus of diversity has been on those two areas: visibly different and/or underrepresented in the workforce.

As with the term diversity, other terms such as equity, equality, inclusion, accessibility, belonging, human dignity, and clarification of our charter legislation, need to be defined and clarified, as they are in this research.

ACCESSIBILITY

Accessibility is defined as "the design of products, devices, services or environment that create communities enabling persons with disabilities to participate in a society without barriers" (definition for this term provided by Easter Seals Nova Scotia).

BELONGING

Belonging is defined as "when each individual is supported, respected, and valued for their identity and unique traits that make them different from each other." Belonging is feeling part of a collective co-created by diverse individuals in the workplace and community.

HUMAN DIGNITY

Human dignity is defined as 'the right to be safe, valued, respected, and treated ethically.'

Provincial Human Rights legislation as outlined in provincial and territorial human rights laws "are very similar to the Canadian Human Rights Act, and apply many of the same principles. They protect people from discrimination in areas of provincial and territorial jurisdiction, such as restaurants, stores, schools, housing, and most workplaces."



PHASES OF THE AMPLIFYING VOICES RESEARCH INITIATIVE

There are three phases of the Amplifying Voices research.

1

The first phase was a series of interviews, virtual and in-person, with business leaders. A total of 36 leaders in the business community were interviewed during the course of the research.

During the same period, 11 focus groups with businesses took place in-person, involving 66 businesses. The research also hosted a session with 20 women of colour, most of whom were business owners.

2

The second phase involved the creation of two survey questionnaires with important input arising from the conversations with business leaders during the interviews and focus groups. One survey was targeted to business employers participating in the research. The other was devoted to employees of such businesses. The surveys were distributed during the latter part of September 2021 for business employers and the early part of October 2021 for employees with a closing date for returns of Oct. 31, 2021. Forty-three employers completed the full survey and a further significant number partially completed the survey. Regrettably, partially completed questionnaires could not be included in the final analysis. A total of 128 employees completed the full survey.

3

The third phase of the research was devoted to analysis of the information accumulated during the research period, further reviewing the literature available on the areas covered in the research initiative, selected second interviews with a number of business leaders and identified politicians, and writing the final report.

A number of themes emerged from the interviews and focus groups with business employers and employees that were supportive of the contributions of survey respondents. One of the cornerstones of the research was to amplify the voices of key parties, one of which is that of Nova Scotia businesses. As a result, the research highlights their needs, wants, and concerns.

THEMES EMERGING FROM THE RESEARCH

The dominant themes listed below were identified through the focus group responses of the business owners and interviews with business leaders. These themes can be grouped under six separate headings. A summary of some of the comments from businesses are covered under each theme.

1. Hiring, retention and ‘fit’ in the workplace

This theme was prevalent throughout the research period and revolved around the difficulty of businesses matching prospective applicants for vacancies with the knowledge and skill competencies of the post involved. The dominant viewpoint was that applicants regularly fell short.

Retention was also a problem. Supporting staff through peer support groups, training, mentorship, shadowing more experienced personnel, and placing identified new hires on a trajectory into management, were factors raised by businesses as ways to keep staff in the business.

“Fit” was interpreted as finding a person to hire who could embrace and contribute to the culture of the business, and accept and work within the shared core values of the business.

2. Misconceptions based on a lack of clear direction from the three levels of government: municipal, provincial, and federal

It was believed government pressure through contract application requirements, with unrealistic targets for hiring from certain groups of people, hindered some businesses from embracing diversity, equity, inclusion, and accessibility.

Indeed, it seems to encourage a “cancel culture” where resentment and opposition grew at the expense of developing the possibility of opening up opportunities for a broader range of prospective applicants from a variety of backgrounds.

Participants also expressed the feeling that structures, policies, procedures, and mission statements embedded into strategic plans of businesses could lead to measurable outcomes relating to diversity, equity, inclusion, and accessibility. However, possessing an “open environment” without such infrastructure in a business could also provide similar outcomes.

The biggest issue as seen by one provincial government department was that even if there is an awareness of diversity, equity, inclusion, and accessibility and some action is taken by businesses, there is no infrastructure to sustain it.

Investment of thought and financial resources in creating initiatives to attract, support, and retain new immigrants in the province was applauded by businesses, but not at the expense of “home-grown” residents. Businesses

argue this group needs similar measures of support that are not currently available.

“RACISM WAS CITED BY BUSINESSES, AS A UNIQUE CHALLENGE IN NOVA SCOTIA. IT WAS DESCRIBED AS ‘RACISM BEHIND CLOSED DOORS - WHAT PEOPLE DO AND SAY BEHIND CLOSED DOORS.’”

3. Unique challenges to hiring in Nova Scotia

Racism was cited by businesses as a unique challenge in Nova Scotia. It was described as “racism behind closed doors—what people do and say behind closed doors.” A prominent business leader, returning to Nova Scotia after working and travelling extensively within Canada and abroad, argues there is a high degree of insularity in the business community.

The business case for diversity, equity, inclusion, and accessibility needs to be recalled by businesses, as the perception of prospective applicants not meeting the knowledge and skill requirements of the posts available is short-sighted thinking. What is needed is a re-imagining of how we can address such challenges and change them. Diversity, equity, inclusion, and accessibility has been an awkward issue in Nova Scotia for more than 10 years, usually considered “too heavy” to be addressed by business.

Tokenism was raised as an issue in terms of “ticking boxes.” Hesitancy was also raised in the sense of being afraid to say or do the “wrong” thing. Businesses wished to address diversity, equity, inclusion, and accessibility but did not know how. Even when they were undertaking positive measures to address the subject they were cautious about publicly expressing it for fear they would be accused of milking the circumstances of marginalized groups to improve the profile of the business.

A major area of challenge for businesses was how to create “safe spaces” where employees can be their authentic selves. How do we engage as businesses with our employees so they feel and are part of the core of the business, that

they matter, and their voices are central?

In 2018, more than 493,000 people in Nova Scotia's workforce reported they were employed. Nova Scotia reported an unemployment rate of 7.5 per cent, which is in line with the national average (Government of Canada, Statistics Canada, 2021).

However, we can see a stark difference when comparing Nova Scotia's Indigenous unemployment rate, which sits at 13.9 per cent. Although Nova Scotia's unemployment rate is on par with the national average, we also need to consider the labour force participation rate. Nova Scotia has the second lowest in Canada at 62 per cent, with only Newfoundland being lower (Government of Canada, Statistics Canada, 2021).

In addressing the rural/urban divide in the province, the federal government has tried to assist. It made efforts to locate immigrants in rural and urban locations through programs such as the Rural and Northern Immigration Initiative (Immigration, 2021). However, the challenge is the vast majority eventually move to urban areas such as Halifax or leave Nova Scotia altogether. On the other hand, 74 per cent of immigrants who arrived in Nova Scotia from 2011 to 2018 are still living in the province (21,210 in total, Akbar, 2020).

One potential hindrance to our research is Canada's Freedom of Mobility Act. The act prohibits collecting of statistics pertaining to the total number of workers leaving Atlantic Canada for interprovincial opportunities.

“FOR OVER TEN YEARS DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY, WAS AN AWKWARD ISSUE TO BE ADDRESSED BY BUSINESSES IN NOVA SCOTIA, USUALLY CONSIDERED ‘TOO HEAVY.’ ”

4. Unique possibilities arising in Nova Scotia

Nova Scotia is one of Canada's four Atlantic provinces and has the highest population in Atlantic Canada. The population of Nova Scotia is 992,055, with a large portion of the population (448,544 or 45.21 per cent) located within Halifax (Government of Canada, Statistics Canada, 2021).

As of Dec. 16, 2021, according to a press release from the Premier of Nova Scotia, Tim Houston, Nova Scotia reached the one million milestone.

“Immigration has played a large part in growing the population of Nova Scotia. The Department of Labour, Skills and Immigration continues to work with employers to find innovative ways to respond to current and emerging needs in occupations where there are shortages and help to streamline the immigration process. To grow Nova Scotia's population to two million by 2060, the province aims to attract 25,000 newcomers per year through a combination of migration from other parts of Canada and strategic immigration efforts,” the release says.

NOVA SCOTIA REACHES ONE MILLION POPULATION MILESTONE

There is a new landscape apparent now. Nova Scotia has tremendous talents, a wealth of higher education institutions, and high demand by domestic and international students for places at such institutions. The potential for retaining those students post-graduation if the supports and incentives are there, are great. Eighty per cent of such students wish to remain (provincial government source). What is more striking is that many of those international students come from countries more centred on individuals running their own companies, disproportionate to the rest of the world, such as India and Bangladesh.

The number of immigrants to Nova Scotia choosing to call it home was relatively low, around 1,000 to 2,000 each year until 2015, when immigration to Nova Scotia drastically expanded with approximately 5,000 to 6,000 newcomers each year (Immigration Nova Scotia, 2019). The province has a wealth of diverse people and those sections of the population are growing. Businesses in Nova Scotia need to act on the findings of the Ivany report, *Now or Never: An urgent call to Action for Nova Scotians* (2014), that cited a reluctance to change in Nova Scotia. There is strong evidence that change is occurring.

In the Commissioners' foreword to the Ivany Report the following was stated: the “evidence is convincing that Nova Scotia (in 2014) hovers now on the brink of an extended period of decline. Two interdependent factors—an aging and shrinking population and very low rates of economic growth mean that our economy today is barely able to support our current standards of living and public services and will be much less so going forward unless we can reverse current trends.”

Contributing factors to the slide downwards included “industry failures, slow business growth, faltering employment levels, the loss of young people and skilled workers to other provinces, and the shrinking viability of many rural communities.”

However, the key impediment to renewal and change was identified as “the lack of a shared vision and commitment

to economic growth and renewal across our province and among our key institutions and stakeholder communities.” There is positive movement in this regard since 2014, but much more needs to be done.

A similar lack of a shared vision amongst key institutions and stakeholder communities in respect of diversity, equity, inclusion, and accessibility on all three levels of government, across Halifax and surrounding areas, is evident from the voices of business employers and employees as gleaned from interviews with business leaders, focus groups held with businesses, and surveys undertaken as part of the Amplifying Voices research.

Initiatives such as Exploring Untapped Talent: B2B Guide to Innovative Hiring and Retention (2021) are ways forward to harness already existing pools of labour willing and able to contribute to our economy. The project is the work of Mission Possible, a Vancouver employment agency, exploring how to access, support, and train thousands of individuals across British Columbia “who are ready and willing to work when connected with the right opportunity.” Many were excluded from work opportunities due to homelessness, cognitive and physical disabilities, and a range of other reasons (Mathew Smedley, executive director of Mission Possible and project lead for Untapped Talent). Similar work is carried out in Nova Scotia by Easter Seals, Nova Scotia.

5. Federal, Provincial and Municipal regulations on diversity, equity, inclusion, and accessibility

Ticking boxes was raised again under this heading where large businesses are “bogged down” with government tenders with unrealistic targets for designated group members. The population of Nova Scotia does not provide for such targets to be reached. Such ticking of boxes thinking and practices of government officials creates barriers for businesses in advancing diversity, equity, inclusion, and accessibility initiatives.

The completion of forms describing aspects of identity are not welcomed by many individuals and seen as tokenism.

Businesses seeking to demonstrate they are achieving positive results in the realms of diversity, equity, inclusion, and accessibility find it difficult to identify ways (metrics) outside the “tick box” framework to highlight that. There was a strong argument from businesses to rethink how organizations go about measuring the impact of their statements of intent regardless of how they are put into effect through policies, structures, strategic plans, hiring practices, creating “open environments” within the business, etc.

6. Leaders/Managers and diversity, equity, inclusion, and accessibility

The driving force for many business leaders in pursuing measures of diversity, equity, inclusion, and accessibility in their businesses is personal and work experience that triggered moments of self-reflection and thoughts of those facing injustice and discrimination. The public death of George Floyd and the aftermath of shock and horror was one such moment.

Diversity, equity, inclusion, and accessibility should be at the core of the business and reflected in the values of the business.

Communication with employees by leadership over the pandemic period has been transformed and been painful in the transition. Talking together has changed leadership to a more involved and deeper proximity.

Requests were made by businesses for practical tool kits enabling them to further understand and implement measures of diversity, equity, inclusion, and accessibility, and that includes direct help within the business from experts in those fields working directly with businesses on ideas and practices.

Coupled with the desire to advance diversity, equity, inclusion, and accessibility is the wish to measure the effectiveness of the initiatives used. There needs to be a conversation on how you measure effectiveness. Ticking boxes is one way that is widely criticised. The issue is what other way is available? The Amplifying Voices research project proposes further developing existing measures and pursuing alternatives.

EMPLOYER AND EMPLOYEE SURVEY QUESTIONNAIRE OUTCOME

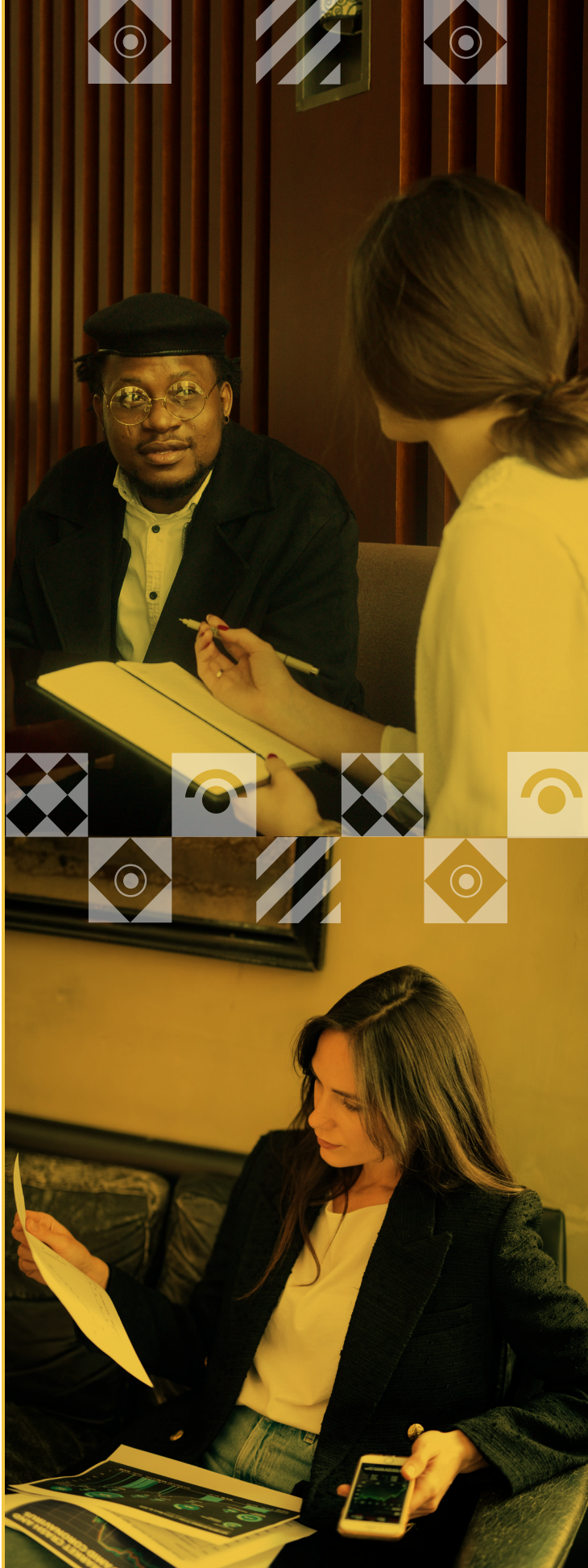
Stated earlier in the report was mention of two major surveys, one each distributed to business employers and all employees of that business, wishing to participate in the research (please see appendix B and C). The responses from 59 employers and 163 employees (reduced to 43 employers and 128 employees after scrutiny of the surveys) were illuminating and provided hitherto unavailable information that will undoubtedly pave the way forward for the creation of new ideas and strategies to implement them.

Some of the survey questionnaires were not fully answered by a number of survey respondents and as a result were discounted in the final analysis. The detailed outcome of the surveys is outlined in this report.

TOOL KIT FOR BUSINESSES

One of the salient requests from businesses relating to the Amplifying Voices research was that it provide a readily understandable, accessible, authoritative set of resources that could be used by businesses to assist them in planning the next steps in their journey of addressing diversity, equity, inclusion, and accessibility.

This report provides that. Each business is unique, has its own culture, set of employees, ways of undertaking business and managing that business, combined with its own history that is being contributed to daily by its own staff members and the business owner(s). In short, each business is unique and has to compile its own tailored, bespoke pathway to addressing diversity, equity, inclusion, and accessibility and managing it. Tool kits can assist in that journey, but the business itself must take the lead and start with a vision as to what the core values of the business are. It is our recommendation that diversity, equity, inclusion, and accessibility have a place in all the core values, holding everybody to account including all the stakeholders.



CONCLUSION

The preceding provides a snapshot of the Amplifying Voices research initiative, outlining its genesis, purpose, phases, progress, and conclusion. It has given a flavour of the themes that emerged from interviews with business leaders and focus group discussions, which complement the survey responses detailed in this report.

The final report is a practical, useful guide for businesses that have made it clear what they need. It contains information links to a broad range of resources to help businesses in their thinking and practices, including research reports that comment authoritatively on the subject areas covered in this research. This report also outlines what some businesses are currently undertaking that may be a source of further guidance, possibly inspiration, for other businesses. The report recommends the Halifax Chamber of Commerce, in concert with other authoritative agencies, act as a clearing house of information and advice for businesses wishing further ideas and practices relating to diversity, equity, inclusion, and accessibility in the business environment.

The final report was submitted on Jan. 31, 2022 and is available in summary form for circulation to businesses from mid-February 2022.

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SEMI-STRUCTURED INTERVIEWS WITH AFRICAN-NOVA SCOTIANS INVESTIGATING THEIR EXPERIENCES IN THE WORKPLACE

INTRODUCTION AND METHODOLOGY

The following research, carried out by Jassin States-Mclean, a undergraduate student at St. Mary's University under the supervision of Professor Stephen Schneider of the Criminology Department, is an intimate exploration of the lived work experiences of 11 members of the workforce in Halifax who identify as Black and African Nova Scotian. The exploration complements the much larger examination of how businesses accommodate diversity, equity, inclusion, and accessibility in the workforce in Halifax and surrounding regions. The number of participants is small, but the information gleaned casts further light on how respondents navigate their way through the terrain of being hired in the first place and then seeking to remain where origins and colour may play a role, some positive and others negative.

The purpose of this research is to provide a more in-depth exploration of workplace experiences by those of African descent. This is part of the broader theme of the Amplifying Voices project which is to explore the extent to which businesses accommodate "equity groups" (groups of people who have traditionally been discriminated against in society generally and the workplace specifically).

Particular attention is paid to the perceptions of the interview participants regarding the extent to which they believe they have been discriminated against due to their ethnocultural heritage.

The research entailed structured interviews with individuals who identified as African-Nova Scotians who have been employed in the public, private, or non-profit sector in

Halifax and who are known to the principal researcher (Jassin States-Mclean, who self-identifies as African Nova Scotian). Eleven people were interviewed for this research.

The following five questions were asked of each research participant:

- 1. Do you believe your race was a factor in whether you were hired (or not hired) for a job?*
- 2. Do you believe your race was a factor in whether you were fired from a job?*
- 3. Do you believe your race was a factor in whether you were treated fairly in the workplace?*
- 4. Do you believe your race was a factor in whether you were paid fairly by any of your employers?*
- 5. Do you believe your race was a factor in whether you were promoted (or not promoted) by any employers?*

For each question, respondents were asked to answer yes, no, perhaps, or don't know and also to elaborate on their answer, including providing specific examples from their personal experiences if they could think of any.

RESEARCH FINDINGS

1) Do you believe your race was a factor in whether you were hired (or not hired) for a job?

Of the eleven interviewees, seven answered yes to this question and four answered no. Of those who answered yes, five believe their race was an impediment to being hired for a job. One respondent believes if he was of another race, he would have been hired for a particular job. He went on to say the company had “prejudicial assumptions” towards him because of his race, which ultimately led the company to think he was less qualified than others (i.e. White applicants) applying for the job. Another research participant answered that both race and her advanced age were factors in why she did not receive a full-time position she applied for even though she had the necessary education and other qualifications. In contrast, two others who answered yes to this question believe their African heritage actually helped them be hired for certain jobs. One of these respondents said some companies encourage diversity in the workplace, which benefitted her. Another indicated his race helped him in getting hired; he was one of the first Black employees at his current job and the company is making efforts to make the workplace more diverse.

2) Do you believe your race was a factor in whether you were fired from a job?

Of the eleven interviewees, three answered yes to this question and eight answered no. One of those who answered yes said she believes her race was a factor in the attempts of a company to fire her, but she was protected by her union. Of the eight who answered no, two volunteered that they had never been fired from a job.

“SHE BELIEVES SHE HAD TO WORK “UNNECESSARILY HARDER” FOR A PROMOTION THAT SHOULD HAVE BEEN AUTOMATIC WITH A NEW HIRE.”

3) Do you believe your race was a factor in whether you were treated fairly in the workplace?

Of the eleven interviewees, four answered yes unequivocally to this question, two answered yes equivocally, while five answered no.

“SHE BELIEVES HER RACE ACTUALLY PLAYS A POSITIVE FACTOR IN HER BEING TREATED FAIRLY IN THE WORKPLACE BECAUSE OF HER EMPLOYER’S FEAR OF BEING SEEN AS RACIST”

Of the four who answered yes unequivocally, one said when she worked for a company during the 1980s the policy was that when a new employee was hired an employee currently holding that position would be promoted to another job. However, the company tried to keep her at the same job when a new hire was made. She stated she was eventually promoted due to the interventions of her union, but she believes she had to work “unnecessarily harder” for a promotion that should have been automatic with a new hire. Another said he believed his race played a factor in why he was treated unfairly in his workplace, but it was more complicated than that. Other factors played a role including “work politics.” Given his workplace experience, he believes he knows what could get him hired, fired, and what to do to keep a job, but it is challenging keeping a job “when you do not necessarily fit the ideal look.” Another said that as one of the few people of colour in his workplace, sometimes there would be “an awkward tension” between him and his coworkers (of other races) in that the coworkers did not know how to speak to him because they “feared saying the wrong thing.” Another who answered yes to this question said she was treated unfairly at a university administration job she worked in, in the 1970s and 1980s. She believes that “systematic racism” existed in that workplace, but she just did her job to the best of her abilities and stood up for herself when necessary.

One interview participant said she believes her race actually plays a positive factor in her being treated fairly in the workplace because of her employer's fear of being seen as racist; the workplace management "does not dare" to level the same criticisms of her "that she had heard them say to the other White female employees."

4) Do you believe your race was a factor in whether you were paid fairly by any of your employers?

Of the eleven interviewees, two answered yes to this question, seven said no and two were uncertain. Of those who said yes, one felt that due to his race, he was not adequately compensated given his level of skills and proficiency at his job. Another who said yes believes race may be a factor in explaining why she still receives minimum wage after three years at the same job with the same company. However, she also believes she has not received a raise because she is not part of the extended family that runs the business. Another believes she has been paid unfairly, not because of her race but because of her gender. Of those who answered no to this question, one felt he was paid fairly throughout his career.

"ANOTHER BELIEVES SHE HAS BEEN PAID UNFAIRLY, NOT BECAUSE OF HER RACE BUT BECAUSE OF HER GENDER."

5) Do you believe your race was a factor in whether you were promoted (or not promoted) by any employers?

Of the eleven interviewees, four answered yes to this question, three answered no, and four were either not sure or gave qualified answers. Of the three who answered yes, two said they were not promoted due to their race while another believes he may have been promoted due to his race. Of those who answered they had been denied a promotion due to their race, one said he had more to offer his employer than the White employees who had been promoted. Similarly, another respondent believes he did not get promoted due to his race. He worked manual labour that was "very physical" and was one of the hardest working employees at the company. However, a White employee hired after him eventually got a raise even though

he "held no value and was lazy." Another believes she was not promoted due to her race and added in the 24 years she worked for a particular employer she had "never seen anyone of colour in a place of authority calling the shots."

Another who said yes to this question also qualified his answer by saying "work politics" may have also played a role in denying him a promotion.

"BUSINESSES PROMOTE BLACK EMPLOYEES BECAUSE IT WILL LOOK GOOD FOR THE COMPANY WHEN PEOPLE SEE MORE DIVERSITY UPFRONT."

Of those who were unsure, one said she may have been denied a promotion at some point due to her race, but she does not have enough proof to justify that accusation. Another indicated he was not sure, but also indicated he recently received a raise at his job. One interview subject said he was promoted at his previous job, but did not know if the promotion was based solely on his skills or was to accommodate greater diversity in the workplace. Another interviewee said being a racial minority can have negative and positive implications when it comes to being promoted in the workplace. While some businesses may not promote Black people due to their race, other businesses promote Black employees "because it will look good for the company when people see more diversity upfront."

Of those who said no to this question, one indicated he never had any workplace experiences that would lead him to believe he had been treated unfairly in any way due to his race.

DISCUSSION AND ANALYSIS

The findings from this research indicate that among those of African descent who were interviewed, there is no clear-cut agreement on how they have been treated in the workplace. For sure, some believe they had been treated unfairly in the labour force due to their race, which includes not being hired for a job, not being promoted, or given a raise or fair pay generally. Others were more equivocal, saying race may have played a factor in unfair treatment in the labour force, but they do not have concrete evidence of such while other factors may have come into play (e.g., “office politics” or not being a member of the family running a business).

The question that prompted the largest proportion of respondents to suspect discrimination in the workplace concerned being hired for a job. In other words, of the eleven interviewees, seven believe their race was an impediment to being hired for a job. In subsequent questions, all of which are concerned with possible discrimination in the workplace for those holding jobs, there was a consistently smaller

number of respondents inferring they were the victims of discrimination by their employers. (For example, only three interview participants believe they were fired because of their race.) This may suggest discrimination in the workplace is most acute at the hiring stage.

A minority of the research participants believe being Black may have its advantage in the workplace as some companies are eager to hire people of colour to better accommodate diversity among their employees.

MEDIA REVIEW

The review of media coverage of Black and immigrant-owned/operated businesses was one of the first pieces of research conducted for the Amplifying Voices project. It took place in the fall of 2021 and covered the preceding 12 months.

The review looked through the websites, archives, and social media of newspapers (both daily and weekly), magazines, radio stations, television stations, and online news outlets, recording any instances of Black or immigrant-related business coverage that fit our parameters.

DATE	NAME OF THE OUTLET	HEADLINE & LINK	BIPOC REPORTER (Y/N/U)
1/10/2021	Huddle Today	Podcast: Syrian Chocolate Maker Joins Ranks Of Cod-Fathers And Code-Fathers	U
12/29/2020	Huddle Today	How Covid-19 Gave This Urban planner from Iran The Push To Launch Her Dream business	U
11/26/2020	Huddle Today	N.B Group Launches Online Marketplace For Indegenous Women Entrepreneuers	U
9/15/2020	Huddle Today	New Saint John Takeout Restaurant Will Share 'Secret' Lebanese Family Recipes	U
08/04/2020	Huddle Today	N.S Immigrant Stays connected To Ethiopian Through Export Business	
7/9/2020	Huddle Today	Black In The Martimes Podcast Wants To Amplify Unheard Voices	U
2/16/2021	Halifax Magazine	The Power Of One	Y
7/15/2020	Halifax Magazine	Round Up: Six Days Without A New Covid-19 Case, Women Helping Women, and Taking Black Gottingen Street	N
5/27/2020	Atlantic CTV	N.B black History Society Opens New Heritage Ceter in Saint john	N
9/24/2020	The Coast	Taking Blk Gottingen is back for a fall edition	N
8/6/2020	The Coast	Latesha Auger's Journey is just beginning	N
6/2/2020	The Coast	Nine local, Black-owned restaurants to support now (and always)	
1/22/2021	The Coast	Meet the entrepreneur passing her skills along to other Black women	N
2/24/2021	The Coast	Shop This: Rocks From My Bra's crystal art	N
7/16/2020	The Coast	André Anderson is Making a Difference	U
5/14/2021	The Coast	Authentic Filipino Stree Fare in Fairview From Silong Express	Y
5/6/2021	The Coast	General Khan's Spicy Chicken: A House Favourite from Khan's HFX	Y
5/8/2021	The Coast	Famous Curry Garden's Got Northern Indian Cuisine Sorted	Y
5/11/2021	The Coast	Get A Taste Of Vietnamese Comfort Food With I Love Pho	Y
5/22/2021	The Coast	Grill Way Catering Brings Authentic Syrian Flavours To Halifax	Y
5/6/2021	The Coast	Celebrate Asian Heritage Month with Pan-Asian Palate	
5/8/2021	CBC News (Atlantic)	New Study Examines Barriers Black-Owned businesses Face During Pandemic	U

4/12/2021	CBC News (Atlantic)	One Entrepreneur's Road From Takeout Restaurant To Spice And Sauce Export	Y
4/6/2021	CBC News (Atlantic)	N.S Program Aims To Help Young Black Women Build Businesses	U
1/31/2021	CBC News (Atlantic)	Beloved Farmers Market Restaurant In Halifax Set To Close	N
1/20/2021	CBC News (Atlantic)	Nova Scotia First Nation Wants To Get into Tax Collection Business	N
1/19/2021	CBC News (Atlantic)	Mentorship Program For Black Women In Business Starts During Pandemic	N
1/18/2021	CBC News (Atlantic)	How Barbershops Have Become Venues For Black Men To Talk About Racism, Mental health	N
1/16/2021	CBC News (Atlantic)	Coming Home: The Fight For Black Hair Care In Nova Scotia	N
12/31/2020	CBC News (Atlantic)	Halifax Athens restaurant Surprised by rumours Of Mcdonalds Takeover	N
12/15/2020	CBC News (Atlantic)	Black Businesses Are Struggling During The Pandemic- And Feel Left Out Of Funding	Y
8/5/2020	CBC News (Atlantic)	There's A Lack Of Black hair Services In Nova Scotia. This Woman Wants To Change That	N
7/31/2020	CBC News (Atlantic)	MLA Say's 'It's Disturbing' After Black-Owned Food Truck Shut Down	N
2/17/2021	CTV Atlantic	We were here' outs historical contributions of black new brunwickers in the spotlight	N
2/4/2021	CTV Atlantic	Racism is everywhere': N.S entrepreneurs launch clothing line that shares powerful message	N
11/14/2020	CTV Atlantic	It's necessary': new program Awaiting Approval focuses on black beauty culture and hair	N
5/27/2021	CTV Atlantic	N.B Blaack History Society opens New heritage Center in Saint John	N
11/24/2020	CTV Atlantic	Black Doula training Program aims to create Diversity In Profession	N
3/2/2021	Cape Breton Post	Nova Scotian Woman on a mission to get people moving, increasing black representation in wellness community	U
2/25/2021	Cape Breton Post	Black Reflection Art Gallery 2021 features Sydney Academy Graduate For Virtual Show	U
2/20/2021	Cape Breton Post	Local talent, Local stories get a boost from being Black In halifax at online HBFF 2021	N
2/10/2021	Cape Breton Post	Black Loyalist Inspired beer brewing: Back to Birchtown will be the 'perfect beer to brink in the winter time'	U
8/25/2020	Cape Breton Post	Black culture society of PEI and Nova scotia filmmaker curate Black Film Festival for Art in the open	U
8/17/2020	Cape Breton Post	PEI organzation lookinf for emerging musicias, filmmakers in 2SLGBTQ+ black and indegenous communities	U
7/13/2020	Cape Breton Post	Our story is your story' Black Loyalist heritage center reopens, sees inceased interest	U
3/1/2021	Cape Breton Post	IWD: 'we are powerful': Nova Scotia Entrepreneur helping pave the path to success for other Black women	Y
3/2/2021	Cape Breton Post	GRAHAM REYNOLDS: Cape bretons beaton Institute preserves black History	U
2/19/2021	Cape Breton Post	Bonecrusher tells boxing lengend langfolrds story at Halifax black Film Festival	U

9/15/2020	Cape Breton Post	Black teenager launches racial justice project in Nova Scotia	U
2/4/2021	Halifax Examiner	Rose Fortune: A Treasure in Nova Scotia's Black History	N
2/2/2021	Halifax Examiner	Redressing Black Displacement : "A Canadian Conversation About Blackness"	N
7/24/2020	Halifax Examiner	Anti-Black Racism in Schools: still a long way to go	U
2/3/2021	Halifax Examiner	Halifax Council To Consider Extra Funding For Anti-Black Racism Action Plan	Y
5/31/2021	CP24	Federal Government Launches loan Program For Black-owned Businesses	U
3/17/2021	My East Coast Experience	Planning For Change	N
6/6/2020	My East Coast Experience	Otito Atansi Creates A Viable (and Successful) Social Enterprise	N
2/1/2021	My East Coast Experience	Stoddard Build Career Out Of Helping Others	N

Conclusions we were able to draw from the data include:

1. Few black-related business stories.
2. Even including immigrants and indigenous groups, we only came up with 58 instances.
3. Greatest percentage of stories involve food, restaurants, etc.
4. Alternative outlets predominate, although traditional media such as CBC and the Cape Breton Post are also significantly represented.
5. Non-Black, Indigenous, People of Colour reporters lead the way, followed closely by unknown.
6. Instances of Black, Indigenous, People of Colour reporters low.

The results suggest three areas of improvement are needed:

- Newsrooms need to increase their diversity to better represent the communities they cover.
- The percentage of coverage given to Black and immigrant stories needs to better reflect this growing sector of our demographics.
- Coverage of Black and immigrant communities needs to move beyond food and cultural events to include more important issues, such as the challenges faced by these communities in achieving equity and inclusion.

INTERPRETATION OF SURVEY OUTCOME

The tragic events concerning the death of George Floyd in the United States became the springboard for a flurry of research regarding issues of diversity, equity, inclusion, and accessibility (DEIA) around the world. Much of this research focused on the Black experience and how it impacted communities and Black-owned businesses. The Amplifying Voices research team was conceived to look beyond this sole context to determine how, or if, Halifax and its wider regional business community (which is largely White-owned and operated) is responding to the need for a greater focus on DEIA. In this regard, the results of the project surveys clearly show efforts were successful in obtaining these views from businesses in the area.

The predominantly White-owned and managed business community in the area interpreted diversity in the workplace differently to that of authorities in the field, such as David Livermore (2016), who is cited in the introduction to this final report. Livermore explains there are two kinds of differences most typically influencing workplace behaviour:

- (a) Visible diversity deriving from ethnicity, age, gender, or physical disability
- (b) Underrepresentation in the workforce of people from cultures different than most members of the group.

The survey outcome highlighted that although visible differences deriving from ethnicity were noted, it was not seen as significantly as other elements of diversity, such as gender and observable physical disabilities. This finding may need special consideration going forward as the population of Nova Scotia reached one million people in 2021 largely due to increasing immigration and greater efforts to continue to increase the population are being made at the municipal, provincial, and federal government levels.

The expanded commentary (see appendix D and E) to answers by survey respondents indicates there is in fact a need for further awareness of the current diversity in the region. Our team found a strong commitment on the side of business owners and employees who want to address issues related to DEIA in the workplace. What our research also found was a stronger call for how to address these issues and, more importantly, where to begin. Thus, it became our goal in this report to provide a stepping stone to how business owners and their employees can begin to understand and address these issues in their workplace.

34.55%
OF COMPANIES HAVE WRITTEN DEIA POLICIES AND PROCEDURES

41.18%
DON'T KNOW
IF EMPLOYEES FROM UNDERREPRESENTED EQUITY GROUPS ARE PROVIDED WITH COACHING, MENTORING, AND SPONSORSHIP OPPORTUNITIES TO ADVANCE WITHIN THE ORGANIZATION

The in-depth analysis of the surveys coupled with additional comments from survey respondents (summaries of which are contained in this report), provided a treasure trove of information. The research team was able to gather the views of the participants along with attitudes, recommendations, and judgements on current strategies and practices relating to DEIA within businesses operating in Halifax and surrounding regions.

As can be seen from the analysis, the most salient (and statistically reliable) findings from the crosstabs can be broken down into two categories:

1. Participants from the employee survey that considered themselves part of an equity group (defined as a group of people who have traditionally been discriminated against due to barriers to equal access, opportunities, and resources in society generally and the workplace specifically) were consistently more critical of the DEIA policies and practices put in place by their employers.

46.7%
OF EMPLOYEES ARE **NOT SATISFIED** WITH WORKPLACE ACCESSIBILITY

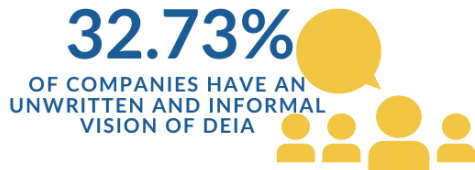
31.7%
31.7% OF EMPLOYEES **DISAGREE** MANAGERS AND SUPERVISORS INCLUDE THOSE FROM EQUITY GROUPS

57.5%
DON'T CONSIDER THEMSELVES TO BE PART OF AN EQUITY GROUP

2. Secondly, participants identifying as a member of an equity group and those who did not identify as members of an equity group, were found to be equally critical of workplace accessibility. One of the few instances in which there was a similar proportion of responses by those who self-identified as part of an equity group and those who did not, were the questions gauging one's satisfaction with the extent to which one's workplace is accessible. In short, of the four elements measured in the employee's survey (diversity,

equity, inclusion, and accessibility), the lowest level of satisfaction registered was with workplace accessibility.

Our analysis provides basic statistics (frequencies and means) from the employees' survey indicating how of the four elements that make up the DEIA survey, respondents were least satisfied with accessibility.



SURVEY CROSS-TABULATION SUMMARY

Unfortunately, most of the cross-tabulations for the two surveys are not reliable due to a number of reasons: small sample sizes (employer survey), small number of employers and employees who self-identify as non-White (thus race/ethnicity could not be used as an independent variable), and/or lack of statistical significance (according to Pearson Chi-Square test). With that being said, there are some interesting, reliable findings worth discussing.

Employers Survey

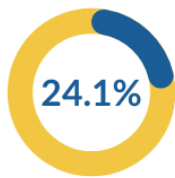
The main independent variable we wanted to use to compare responses was race/ethnicity. Unfortunately, the low number of respondents who self-identified as anything other than White/Caucasian did not allow for a robust comparison. In the employers' survey, 34 (79.07 per cent) of respondents self-identified as White and only nine respondents self-identified as anything other than White.



Cross-tabulations using question seven as the independent variable (whether the organization was private, public, non-profit) compared privately-owned companies vs. non-profit organizations (as these were the two largest groups of respondents). There are some interesting findings: generally speaking, non-profits are less positive about DEIA policies and practices in their organizations compared to privately-owned businesses.



PRIVATELY-OWNED BUSINESS



NON-PROFIT ORGANIZATION



PUBLICLY-OWNED BUSINESS

Cross-tabulations using question 11 as the independent variable (the extent to which the organization caters to underserved, marginalized communities) show there are some differences in answers between those who said they catered to these communities compared to those who said they didn't, but the differences are not substantial or statistically meaningful.

The majority of the cross-tabulations completed with these independent variables were not statistically significant according to a Pearson Chi-Square test (i.e., there was no relationship between the independent and dependent variables).



Employees Survey

Again, the main independent variable we wanted to use to compare responses was race/ethnicity. However, in the employees' survey, 115 respondents (89.94 per cent) self-identified as White and only 13 respondents self-identified as anything other than White.



Fortunately, in the employees' survey a relatively large proportion of respondents self-identified as part of an "equity group" (question 12). As such, question 12 was used as an independent variable to analyze and compare responses. In general, those who considered themselves as part of an equity group were more critical of the DEIA policies and practices put in place by their employers.

However, once again the majority of the cross-tabulations completed with this independent variable were not statistically significant according to a Pearson Chi-Square test.





AMPLIFYING VOICES

*Diversity, Equity & Inclusion
Toolkit*



INTRODUCTION

This tool kit is designed to provide resources to support organizations gain further insights into understanding diversity, equity, inclusion, and accessibility (DEIA), as it applies to today's work environment. The materials, such as articles, books, and other materials, are underpinned by informed academic research, thought leaders, and expert knowledge in the field of business and organizational thinking. The knowledge gleaned from these sources may trigger ideas as to how businesses can start or further their journey to increase awareness of DEIA and how to reflect that awareness in action.

Addressing DEIA in the business, organization, and other work environments is not easy. It is not a warm and fuzzy conversation. It takes a courageous, committed, bold, and dedicated leader, business owner, human resource manager, community leader, or the lone community organizer, to take DEIA forward. It is hard work.

There are no easy answers, no one size fits all, or right or wrong way. What is important is your goal to practice inclusivity in your business.

Finding diverse vendors and supporting diverse suppliers, opening oneself to new experiences, and removing barriers for others to grow, is a challenge. It moves beyond the optics and demands taking action to make the required changes.

The journey to DEIA begins with a shift in one's mindset, a psychological shift in thinking and change in leadership attitudes about the other or those individuals and communities who are seen as different, those who do not look like or behave like the majority of members in the group, middle-aged to elderly and White. Increasingly, our demographics and business communities are becoming more diverse, including culturally. The communities are changing and embracing diverse cultures (women, race, persons with disabilities, new Canadians, the LGBTQ2S+, Indigenous peoples, to name a few). The customer needs are changing too.

Brown argues, "Change in the business world from White-male dominated to addressing gender, race, disabilities, and the dimensions of diversity of our population demographics" in our communities, environment, and ecosystem, are demanding that businesses adapt, accommodate, and be more embracing of difference in order to thrive. However, these changes have been taking

place at a much slower pace than what many diverse communities and underrepresented groups had expected.

One major business with solid roots in Atlantic Canada was identified as an organization that has started on its journey to see how it can transform itself. It is reaching out to individuals in those communities to attract them as prospective members. It is encouraging them to lend their lived experience and ideas so that together, collaboratively, respectfully, the organization can change and be more relevant and accessible to those communities.

By exploring briefly how it set out to change itself, it serves as an example of how change can occur and be sustained. The impact of the murder of George Floyd made addressing racism targeting Black people of African descent the first area to address, followed by other targeted communities that are discriminated against using an adaptation of the same model.

One key requisite in change in a business is to be clear about what the change is and why it is being recommended. The first task for the team, supported by management, was to devise such an explanation in a vision for the organization, supported by an explanation of why the vision is important to the organization. It must reflect the core values of the organization.

But "Are we all included when it comes to Diversity, Equity, and Inclusion?" Ann Divine, in an article of the same title published by: www.myeastcoastexperience.com (January 2022), states the following:

The spectrum of diversity is broad and isn't about being Black or White. It means understanding each individual is unique and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, or other attributes. Some individuals can be highly defensive and uncomfortable and behave in a manner that Robin Di'Angelo refers to as White Fragility and White Privilege. DEIA isn't intended to take away the roles of the privileged. Marginalized groups absent from the decision-making table want organizations to create opportunities for parity and create a path for all to succeed. In addition to parity, they want recognition for the value they bring and add to the organization. Their differing identities, creativity, personalities, strengths,

innovativeness, and varied talents, contribute to the organization's returns on investments.

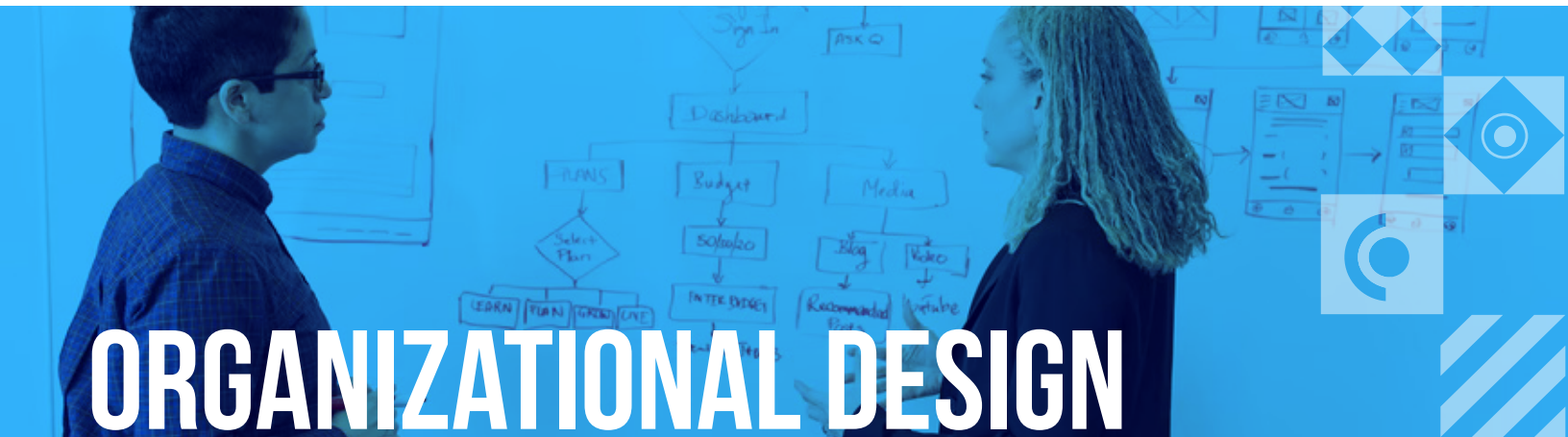
On the path to inclusion and belonging nobody should be, or feel, excluded. White males for example, usually in positions of power in businesses, must be willing to listen and not be defensive. They must be humble enough to allow themselves to be taught by others, to share their stories and experience, build relationships of trust, authenticity, and commitment to act and make change where necessary. It is also critical for them to recognize and understand they have privileges conferred upon them and access to places and spaces given to them, by virtue of who they are, their origins, family status, socioeconomic position, education, and the list goes on.

The aim of marginalized group members should be to engage White males and assist them to move from being

by-standers to active champions for diversity and to bring about transformational change.

Ken Partridge, managing editor with My East Coast Experience, had this to say in response to Ann's article: "As a White male, I've been highly concerned about my role for a long time. I've worked on My Halifax Experience Magazine since it was started and always felt somewhat guilty. Who am I as a White male, with all the privilege that affords me, to be telling the stories of immigrants? It's a concern I expressed... a few times and made me hesitate when... first offered a position with this company.

"This is prelude to saying your column made me feel much more comfortable about my role. It's reassuring to know my contribution is valuable and not at the expense of those groups I attempt to write about."



Although there is a growing business case for inclusion, it has not translated into solid gains for the LGBTQ2S+ community, for instance, within the workplace itself.

The shift to new ways of working also creates opportunities. Thoughtful action can help teams build new habits, strengthen connections, increase knowledge, and encourage growth of inclusive cultures that will better realize the full potential of all employees. Also, 93 per cent of companies surveyed say they think more jobs can be performed remotely, opening up many organizations to more diverse talent pools in previously unavailable geographies (The Look: Driving Community Conversations, pub. Proctor and Gamble, 2018).

DEIA efforts should place emphasis on supporting the Black community. Black lives and livelihoods are being disproportionately affected by the pandemic. McKinsey's annual Women in the Workplace study found women of colour were negatively impacted by COVID-19 layoffs and furloughs. Additionally, while 63 per cent of employees self-identify as allies to women of colour, only 41 per cent actively listen to their personal stories and only 29 per cent take a public stand to support racial equality. Our research finds the most

promising way to create broad, permanent change is collective action across public, private, and social sectors.

Organizations are at significant risk of backsliding on recent gains in women's representation across the board and particularly in senior leadership. According to McKinsey's Women in the Workplace study, one in four women have considered leaving the workforce or downshifting their careers since the start of the COVID-19 crisis. If all did so, corporate America would lose more than 2,000,000 women and roll back progress made over the past six years.

DEIA is more important than ever as companies innovate to find their "new normal." Crises have historically pushed other strategic priorities higher on organizational agendas, thereby shifting attention away from DEIA. However, doing so may put companies at a disadvantage. In addition to potential impacts on customers' perceptions of the company, the characteristics of diverse and inclusive companies—including innovation and resilience—are essential to COVID-19 recovery.

Ellsworth D., Drew Goldstein D., and London L. McKinsey Organization, Insights to guide organizations in 2021 (January 2021)

STEPS ALONG THE JOURNEY TO A DEIA STRATEGY

A critical step in the journey to developing DEIA is to build trust among businesses, communities, and organizations that are different from your own. Business leaders, owners, and community members need only ask a few simple questions:



How do we start?



How can we learn?



Where do we get the information?

Business leaders have shared they want to learn more but they do not know where to start. How to start is critical to the process.

Have an inclusive conversation

Through conversations around diversity and inclusion in the workplace, organizations can raise awareness and understanding for ALL employees and support people to be there for one another. Having dialogue in the workplace can be a way of disclosing bias and much more. This is a way to gain a perspective that can lead to more open conversations and a deeper understanding of each other.

What is inclusive conversation? There is no right or wrong way. It must be applicable to the organization. Take a close look at the organization's culture and history. What are the goals and objectives of the organization?

BEFORE YOU MEET:



We encourage you to use the books, links to resources, and articles in this toolkit to help engage others.

Create and send out a “conversation starter” email/document that will provide a few questions to get people thinking.

Make sure all employees/board members and leadership is aware this will be an activity for the whole organization; giving the team three weeks' notice to be prepared.



Bring in a facilitator or a neutral party to make sure everyone is comfortable with the person leading the discussion.

“THE HOPE FOR THOSE WHO ARE UNDERREPRESENTED DOES NOT REST IN THEIR JOB TITLES AND CREDENTIALS—THE RESPECTABILITY ASSIGNED TO PRESTIGIOUS JOBS AND BEHAVIORS. THE HOPE RESTS IN THE BEAUTY OF COMMUNITY INVOLVEMENT, STRENGTH OF WILL, AND COMMUNAL UPLIFT”

The Look: Driving Change Through Community Conversations, pub. Proctor and Gamble, 2018.

Conversations around DEIA are not easy. We can support each other during this time if we are honest with this process. Dialogue is a way to heal, help, hope, and reconcile in our world. It must begin with self-reflection, an open mind, and a safe space to talk. It also needs uncluttered time, allowing focus without distraction. An example of putting self-reflection into practice is to think about who you routinely interact with and why? Is there an Indigenous person in your circle? A Black person of African descent? A person with observable differences in abilities or any other person from the spectrum of diversity?

Tips for an inclusive workspace:

1. Provide information on bulletin boards, work library, or via an online sharing drive so employees have information when they are ready to access it.
2. Create a DEIA committee to support staff and create strategies to help facilitate workplace change.
3. Leaders should model the behaviour they want used in the workplace and ask: "Are we doing enough?"

Critical steps in the journey to becoming inclusive are as follows:

DEIA is geared to building trust among businesses, communities, and organizations that are different from your own.

Listen, Learn, Share, Act, and be responsible and accountable

Listen - Take the time to listen to the other person's story. Everyone has a story to tell that is unique to them and their businesses. Be present and listen attentively.

Learn - DEIA and the various spectrums of diversity create an opportunity for people to learn from each other. The diversity of thought, creative thinking, and knowledge when brought together drives innovation that in turn triggers economic growth and business success.

Share - Sharing knowledge and techniques does not mean one is giving away trade secrets, but having conversations with competitors can help individuals and leaders to see a particular situation differently and give insights into new perspectives. This type of collaboration strengthens our ability to succeed as business owners and leaders.

Act - Recognizing that most of the businesses in the Amplifying Voices research initiative are small to medium enterprises, the opportunity to develop relationships and engage with diverse groups can lead to transformational change and success. Imagine you have a product and are looking to generate a new marketplace. A member from the DEIA community may have an established customer base that is looking for that particular product. Through such

DURING THE SESSION:

Actively listen to what other people are saying. Allow people to comfortably share and do not disrespect them while they share. Make sure everyone gets to speak and be heard.



Talk Straight

"Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things as they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions." Covey, 2012

It is important to recognize that some of the conversation will bring up past trauma and sensitive feelings. This is why it is crucial to have a neutral facilitator to help with these discussions. Feelings that are brought up may be as hard for the person who realizes they benefit from the oppressive behavior of others different to them, as it would be for those subject to living with such discriminatory trauma on a daily basis.



AFTER THE CONVERSATION:

Reflect on what has been shared in the group. Discuss negative and positive conclusions from the conversation. Make sure to make safe spaces for future conversations and schedule them.

It needs to be noted that the pandemic has highlighted the difficulty in creating safe spaces and accessing them remotely. This demands careful preparatory work to ensure everyone benefits from the conversation.

connection, listening, learning, sharing, and taking action, a product and a potential customer base was discovered.

Responsibility – as business owners and leaders we are constantly taking risks. Taking one step further will change your perspective by taking responsibility for your own learning. Try to understand the community in which your business is located. Identify a young business owner who is looking for a mentor. Business owners from the diverse community often find it difficult to find people who can support them in their new start-up. Share your knowledge and experience.

Engage a Diverse Workforce

As businesses work at being more diverse, it is important to create an inclusive culture that is welcoming of everyone's differences. The workplace must become aware of the differences, adapt to them, and embrace the new "normal." The leadership must be completely on board with promoting diversity and be representative of its workforce.

The onus is on the organization to communicate the importance of diversity at all levels in the work environment. There needs to be a focus on partnerships, working with government, developing outreach programs to support small businesses, and engaging local community organizations. Prepare for the feedback from the community; it may not be comfortable and some might be critical of the organization. Inviting community members to share their views (even anonymously) is a welcome start.

Leadership must build diverse talent from within the organization. The Return on Investment will be significantly increased. Leadership must create a strategic plan to implement a DEIA strategy that looks at supporting, retaining, and engaging current employees, including focusing on recruitment, support of new hires, and professional development.

Recruitment

In the past several years companies have put in place practices that ensure fairness in hiring and performance reviews. Since 2019 there have been greater advances at the recruitment level in terms of diverse leadership and this includes people of colour and women.

According to a McKinsey & Company and LeanIn.Org study (Women in the Workplace, 2021), of 423 organizations, the rung on the ladder to promotions is broken "at the first step up to manager, which leaves women dramatically underrepresented in mid-level management, and the sharp drops in representation of women of colour at every level of advancement. These gaps largely explain why we see so few women—and almost no women of colour—in senior leadership."

To fill these gaps, companies must ensure best practices are taking place in both hiring practices and employee performance reviews. As well, management needs to track representation, as well as hiring and promotion outcomes, to determine that underrepresented employees are being hired and promoted at similar rates as White employees.



What organizations can do:

- Commit to being aware, knowledgeable, and open with the workforce.
- Have policies and programs that demonstrate and promote DEIA and encourage equity and fairness, elevating diverse talents to build inclusive leadership (Osler Diversity Disclosure Practices Report 2021).
- By reviewing policy and practices, organizations will see if their values are still relevant for the new environment.
- Be aware of the diverse community that employees come from, showing support and openness to diversity; a few points to note are:
 - Proper pronunciation of a new employee's name
 - Asking the pronoun of a non-binary person
 - Recognizing that neurodiverse persons may have a different communication style
- Implement diverse hiring committees at the interviewing process.
- Follow best practices for recruiting diverse talent.
- Ensure economic and job growth take place where underrepresented employees live.
- Companies should identify goals they possess to improve representation in the workplace, using their vision, mission, values, and strengths as benchmarks.

Retention

Employee retention is important for an organization; even more important is retaining a diverse workforce. Diversity retention is essential for employees to feel a sense of belonging. They need to see others who look like themselves.

Organizations must create a place that makes employees feel comfortable enough to be themselves in the workspace, creating a culture where underrepresented employees feel they can advance and thrive.

- Provide training and professional development opportunities to employees, highlighting high potential growth career paths
- Pay equity initiatives



READING LIST

The following compilation of books are selected readings from the Footprints Life Coaching and Ashanti Leadership & PDS Inc. private libraries. These are some of the most inspiring and compelling books written around race, culture, diversity, equity, inclusion, and more by Canadian and international authors.

BOOKS ON RACE AND CULTURE

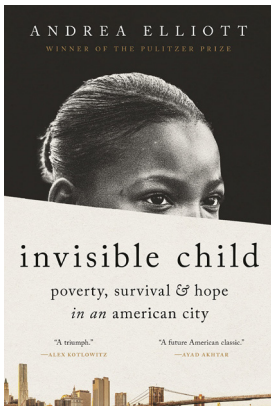


RACE & WELL-BEING
The Lives, Hopes and Activism of African Canadians
Carl James, David Este, Wanda Thomas Bernard,
Akua Benjamin, Bethan Lloyd & Tana Turner

**Akua Benjamin, David Este,
Carl James, Bethan Lloyd,
Wanda Thomas Bernard and
Tana Turner**

Race and Well Being: The Lives, Hopes and Activism of African Canadians (2010)

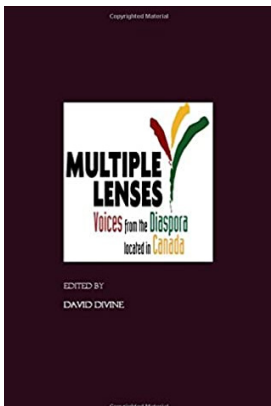
Through in-depth qualitative research with African Canadians in three Canadian cities (Calgary, Toronto, and Halifax), this study explores how experiences of racism—when combined with other social and economic factors—affect the health and well-being of this segment of the country’s population. With a special interest in how racial stereotyping impacts Black men and boys, the book presents stories of racism and violence and describes how reactions to racism differ across a range of social and economic variables. In addition, the discussion rejects the notion Black communities are homogeneous and provides a detailed examination of three distinct communities: Caribbean, immigrant African, and Canadian Black.



Andrea Elliott

Invisible Child: Poverty, Survival & Hope in an American City (2021)

Invisible Child follows eight dramatic years in the life of a girl whose imagination soars as high as the skyscrapers near her Brooklyn shelter. Dasani was named for the bottled water that signaled Brooklyn’s gentrification and the shared aspirations of a divided city. Elliott weaves the story of Dasani’s childhood with the history of her family, tracing the passage of their ancestors from slavery to the Great Migration north. As Dasani comes of age, the homeless crisis in New York has exploded amid the deepening chasm between rich and poor.

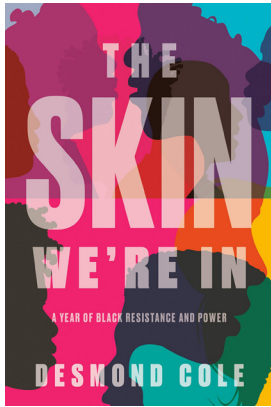


David Divine

Multiple Lenses: Voices from the Diaspora Located in Canada (2007)

Multiple Lenses: Voices from the Diaspora Located in Canada is an essential introduction to an understanding of the experience of Black people in Canada over a 400-year period. Through the lenses of history, law, literature, film, music, Black community organizations, media, sports, Black spirituality, party politics, labour markets, education, and lived experience, renowned commentators explore through Canadian eyes how Black people in Canada have identified themselves and been identified over this period. What factors influenced that process? Black people in Canada are not part of imagined communities, but real people with visceral connections, flesh and blood, striving to build lives often under unimaginable hardships. This book is dedicated to such Black people and their allies who, together, have fashioned meaning and hope in an often hostile environment.

BOOKS ON RACE AND CULTURE

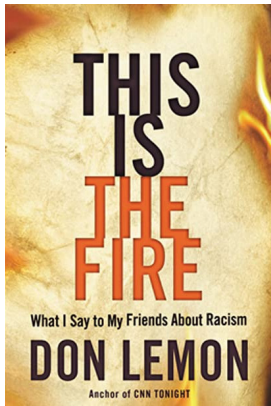


Desmond Cole

The Skin We're In: A Year of Black Resistance and Power (2020)

A bracing, provocative, and perspective-shifting book from one of Canada's most celebrated and uncompromising writers, Desmond Cole. *The Skin We're In* sparked a national conversation, influenced policy, and inspired activists.

In his 2015 cover story for *Toronto Life* magazine, Desmond Cole exposed the racist actions of the Toronto police force, detailing the dozens of times he had been stopped and interrogated under the controversial practice of carding. The story quickly came to national prominence, shaking the country to its core and catapulting its author into the public sphere. Cole used his newfound profile to draw insistent, unyielding attention to the injustices faced by Black Canadians daily.

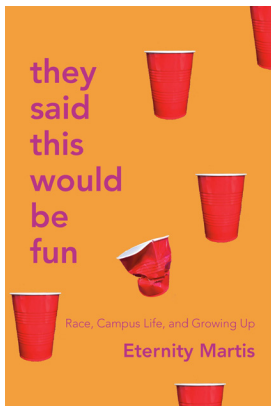


Don Lemon

This is the Fire: What I Said to My Friends About Racism (2021)

In this “vital book for these times” (*Kirkus Reviews*), Don Lemon brings his vast audience and experience as a reporter and a Black man to today's most urgent question: How can we end racism in America in our lifetimes?

The host of *CNN Tonight* with Don Lemon is more popular than ever. As America's only Black prime-time anchor, Lemon and his daily monologues on racism and antiracism, on the failures of the Trump administration and of so many of our leaders, and on America's systemic flaws, speaks for his millions of fans. Now, in an urgent, deeply personal, riveting plea, he shows us all how deep our problems lie and what we can do to begin to fix them.



Eternity Martis

They Said This Would Be Fun: Race, Campus Life and Growing Up (2020)

A powerful, moving memoir about what it's like to be a student of colour on a predominantly white campus.

A book smart kid from Toronto, Eternity Martis was excited to move away to Western University for her undergraduate degree. But as one of the few Black students there, she soon discovered that the campus experiences she'd seen in movies were far more complex in reality. Over the next four years, Eternity learned more about what someone like her brought out in White students in blackface at parties, dealt with being the only person of colour in class, and was tokenized by her romantic partners. She heard racial slurs in bars, on the street, and during lectures. And she gathered labels she never asked for: Abuse survivor. Token. Bad feminist. But, by graduation, she found an unshakeable sense of self and a support network of other women of colour.

BOOKS ON RACE AND CULTURE



Ijeoma Oluo

So You Want to Talk About Race (2018)

In *So You Want to Talk About Race*, editor-at-large of *The Establishment*, Ijeoma Oluo, offers a contemporary, accessible take on the racial landscape in America, addressing head-on such issues as privilege, police brutality, intersectionality, micro-aggressions, the Black Lives Matter movement, and the “N” word. Perfectly positioned to bridge the gap between people of colour and White Americans struggling with race complexities, Oluo answers the questions listeners don’t dare ask and explains the concepts that continue to elude everyday Americans.



Joseph Mensah

Black Canadians: History, Experience, Social Conditions (2010)

For researchers seeking detailed information about the Black diaspora in North America, this authoritative reference provides more than 300 years of Black Canadian history, from the first migration of slaves, Black loyalists, and Civil War refugees to the expansive movement brought about by the establishment of the point system in 1967. Venturing beyond established orthodoxies and simplistic solutions to discuss contentious ethno-racial problems in Canada, this critique addresses housing, labour market, sports management, and race and ethnic relations. This new edition expands the regional coverage of black history, updates all the statistics with the 2006 census data, and adds important new material on multiculturalism and employment equity.

Essential! Marlon James, Winner of the Man Booker Prize 2015

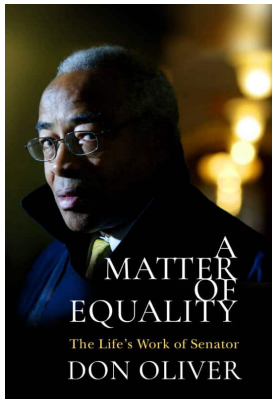


Reni Eddo-Lodge

Why I'm No Longer Talking to White People About Race (2017)

Award-winning journalist Reni Eddo-Lodge was frustrated with the way that discussions of race and racism are so often led by those blind to it, by those willfully ignorant of its legacy. Her response, *Why I'm No Longer Talking to White People About Race*, has transformed the conversation around the world. Examining everything from eradicated Black history to the political purpose of White dominance, from whitewashed feminism to the inextricable link between class and race, Eddo-Lodge offers a timely and essential new framework for how to see, acknowledge, and counter racism. This is a searing, illuminating, necessary exploration of what it is to be a person of colour in Britain today, and an essential handbook for anyone looking to understand how structural racism works.

BOOKS ON RACE AND CULTURE

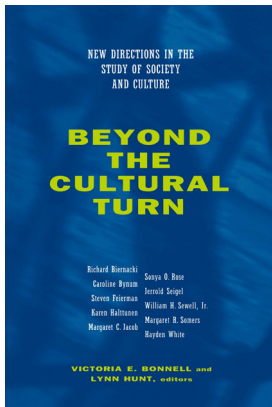


Senator Donald Oliver

A Matter of Equality (2021)

In his long-anticipated memoir, Oliver, now retired, looks back at a life lived in service to others. In his own careful and thoughtful words, he examines his days as a lawyer, an outspoken social activist, and a teacher, and of course he reflects on his 23 years of service as a member of the Senate of Canada.

A diplomat to his core, Oliver has dedicated his life to rooting out the systemic racism that has stalled the growth of Canada's Black citizens. His work is a testament to the truth that Black Lives Matter. Now, through dozens of black and white and colour images, and thorough intimate, personal reflections, *A Matter of Equality: The Exemplary Life of Senator Don Oliver* examines the legacy of the first man, and the second Canadian, to bring the Black experience directly to the upper house.



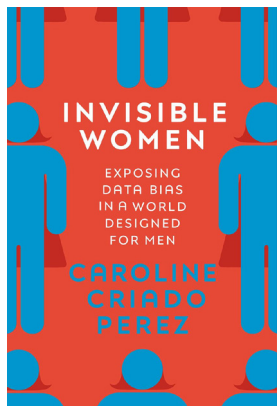
Victoria E Bonnell

Beyond the cultural turn: New Directions in the Study of Society and Culture (1999)

Nothing has generated more controversy in the social sciences than the turn toward culture, variously known as the linguistic turn, culturalism, or postmodernism. This book examines the impact of the cultural turn on two prominent social science disciplines, history and sociology, and proposes new directions in the theory and practice of historical research.

The editors provide an introduction analyzing the origins and implications of the cultural turn and its postmodernist critiques of knowledge. Essays by leading historians and historical sociologists reflect on the uses of cultural theories and show both their promise and their limitations. The afterword by Hayden White provides an assessment of the trend toward culturalism by one its most influential proponents.

BOOKS ON WORKPLACE CULTURE

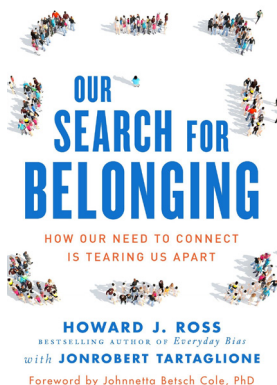


Caroline Criado Perez

Invisible women: Data Bias in a World Designed for Men (2019)

Data is fundamental to the modern world. From economic development, to healthcare, to education and public policy, we rely on numbers to allocate resources and make crucial decisions. But because so much data fails to take into account gender, because it treats men as the default and women as atypical, bias and discrimination are baked into our systems. And women pay tremendous costs for this bias in time, money, and often with their lives.

Celebrated feminist advocate Caroline Criado Perez investigates the shocking root cause of gender inequality and research in *Invisible Women*, diving into women's lives at home, the workplace, the public square, the doctor's office, and more. Built on hundreds of studies in the U.S., the UK, and around the world, and written with energy, wit, and sparkling intelligence, this is a groundbreaking, unforgettable expose that will change the way you look at the world.



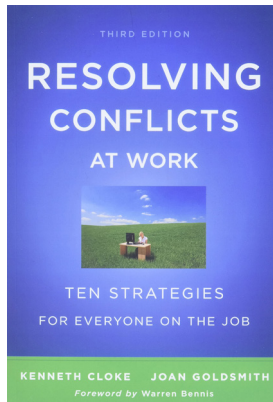
Howard J Ross

Our Search for Belonging: How our Need to Connect is Tearing Us Apart (2018)

We are living in a time of mounting political segregation that threatens to tear us apart as a unified society. The result is we are becoming increasingly tribal and the narratives of life we get exposed to on a daily basis have become echo chambers in which we hear our beliefs reinforced and others' beliefs demonized.

At the core of tribalism exists a paradox: as humans, we are hardwired with the need to belong, which ends up making us deeply connected with some yet deeply divided from others. When these tribes are formed out of fear of the "other," on topics such as race, immigration status, religion, or partisan politics, we resort to an "us versus them" attitude. Especially in the digital age, when we are all interconnected in one way or another, these tensions seep into our daily lives and we become secluded with our self-identified tribes. Global diversity and inclusion expert Howard J. Ross, with Jon Robert Tartaglione, explores how our human need to belong is the driving force behind the increasing division of our world.

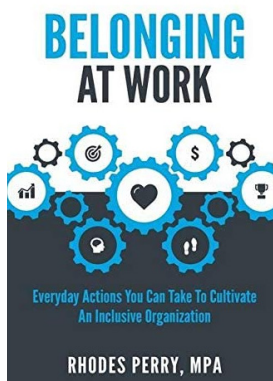
BOOKS ON WORKPLACE CULTURE



Kenneth Cloke and Joan Goldsmith

Resolving Conflicts at Work: Ten Strategies for Everyone on the Job (2011)

Resolving Conflicts at Work is a guide for preventing and resolving conflicts, miscommunications, and misunderstandings at work. It includes dozens of techniques for revealing how the inevitable disputes and divisions in the workplace are opportunities for greater creativity, productivity, enhanced morale, and personal growth. In the third edition of this text, all chapters are completely infused with additional content, updated examples, and new case studies. Like its predecessors, it identifies core strategies for preventing and resolving both intermittent and chronic conflicts in the workplace.



Rhodes Perry

Belonging at Work (2018)

Belonging at Work empowers business leaders, change agents, visionaries, and those on their way to joining them with the knowledge, skills, and confidence to build inclusive organizations. The personal stories, case studies, and practical strategies featured in the book offer everything you need to cultivate workplace cultures where all of your stakeholders can show up authentically and feel valued and respected for their contributions. Rhodes Perry's visionary book serves as a blueprint for the future of work. His message inspires leaders at all levels within the organization to join the #BelongingMovement focused on positively impacting workplace cultures around the globe.



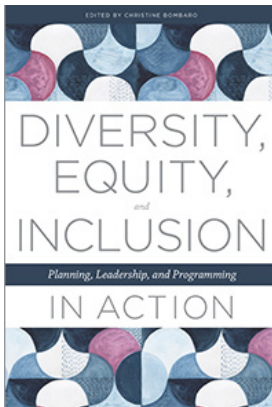
Stephen Frost and Raafi-Karim Alidina

Building an Inclusive Organization: Leveraging the Power of a Diverse Workforce (2019)

Building an Inclusive Organization is a practical guide to creating an environment of real inclusion. It explains how to remove unconscious bias from company processes, including recruitment and selection, how to make the case for diversity and inclusion to all stakeholders, and how to embed inclusion into an organization's culture and overall business strategy.

Packed with case studies from organizations including KPMG, Uber, Salesforce, Harvard University, and the UK National Health Service (NHS), Building an Inclusive Organization shows how to implement robust processes and policies to foster diversity and inclusion in organizations of any size and in all sectors, including the creative industry, finance, tech, academia, and foundations.

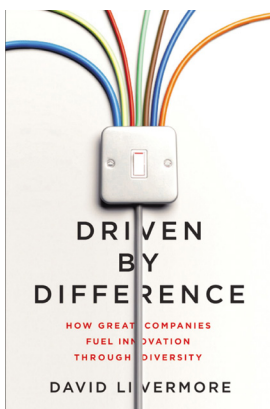
BOOKS ABOUT DIVERSITY EQUITY AND INCLUSION



Christine Bombaro

Diversity, Equity, and Inclusion in Action: Planning, Leadership and Programming (2020)

All too often, in a hurried attempt to “catch up,” diversity training can create division among staff or place undue burdens on a handful of employees. Instead, academic libraries need approaches to DEIA that position these priorities as ongoing institutional and professional goals. This book’s model programs will help academic libraries do exactly that, sharing a variety of initiatives that possess clear goals, demonstrable outcomes, and reproducible strategies.



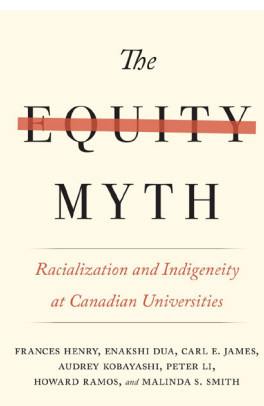
David Livermore

Driven By Difference: How Great Companies Fuel Innovation Through Diversity (2016)

Today’s workforce is more diverse than ever before. But despite new perspectives and talents, the promise of increased innovation rarely materializes. Why are so few businesses seeing results?

Studies show diverse teams are more creative than homogenous ones, but only when they are managed effectively. The secret is to minimize conflict while maximizing the informational diversity found in varied values and experiences. To do this, both leaders and team members need a high level of cultural intelligence.

Drawing on success stories from Google, Alibaba, Novartis, and other groundbreaking companies, *Driven by Difference* identifies the management practices necessary to guide multicultural teams to innovation.



Frances Henry

The Equity Myth: Racialization and Indigeneity at Canadian Universities (2017)

The university is often regarded as a bastion of liberal democracy where equity and diversity are promoted and racism doesn’t exist. In reality, the university still excludes many people and is a site of racialization that is subtle, complex, and sophisticated. While some studies do point to the persistence of systemic barriers to equity and diversity in higher education, in-depth analyses of racism, racialization, and Indigeneity in the academy are more notable for their absence. *The Equity Myth* is the first comprehensive, data-based study of racialized and Indigenous faculty members’ experiences in Canadian universities.

BOOKS ABOUT DIVERSITY EQUITY AND INCLUSION

Coauthor
JENNIFER BROWN

INCLUSION
DIVERSITY, THE NEW WORKPLACE
& THE WILL TO CHANGE

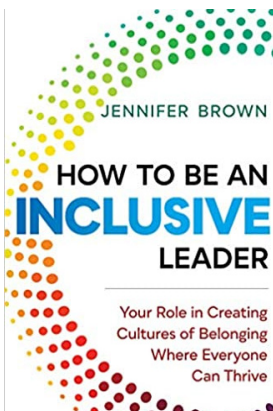


Jennifer Brown

Inclusion, Diversity, the new Workplace & the Will to Change (2016)

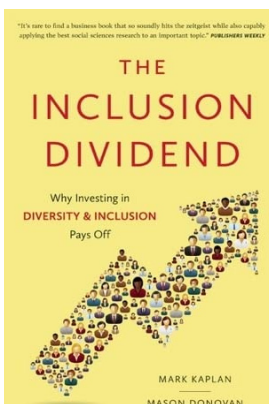
This book stands up and embraces what true diversity and inclusion should represent to any organization in any industry: an opportunity.

Open your heart and prepare to be inspired as award-winning entrepreneur, dynamic speaker, and respected diversity and inclusion expert Jennifer Brown shares proven strategies to empower members of your entire organization to utilize all their talents and potential to drive positive organizational change and the future of work.



How to be an Inclusive Leader: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive (2021)

Drawing on years of work with many leading organizations, Jennifer Brown shows what leaders at any level can do to spark real change. She guides readers through the Inclusive Leader Continuum, a set of four developmental stages: unaware, aware, active, and advocate. Brown describes the hallmarks of each stage, the behaviours and mind-sets that inform it, and what readers can do to keep progressing. Whether you're a powerful CEO or a new employee without direct reports, there are actions you can take that can drastically change the day-to-day reality for your colleagues and the trajectory of your organization.

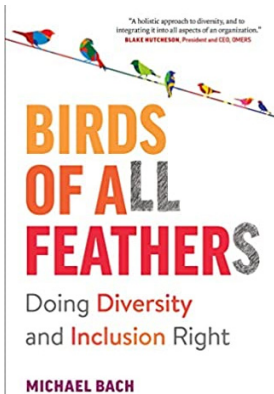


**Mark Kaplan and
Mason Donovan**

The Inclusion Dividend: Why Investing in Diversity and Inclusion Pays off (2019)

In today's increasingly diverse, global, interconnected business world, diversity and inclusion is no longer just the right thing to do, it is a core leadership competency and central to the success of business. Working effectively across differences such as gender, culture, generational, race, and sexual orientation not only leads to a more productive, innovative corporate culture, but also to a better engagement with customers and clients. The Inclusion Dividend provides a framework to tap the bottom-line impact that results from an inclusive culture. Most leaders have the intent to be inclusive, but translating that into a truly inclusive outcome with employees, customers, and other stakeholders requires a focused change effort. The authors provide straightforward advice on how to achieve the kind of meritocracy that will result in a tangible dividend and move companies ahead of the competition.

BOOKS ABOUT DIVERSITY EQUITY AND INCLUSION

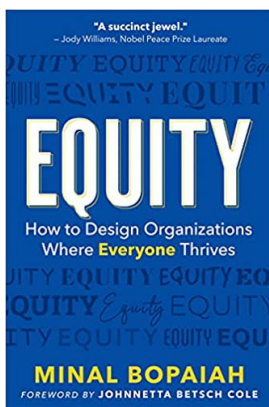


Michael Bach

Birds of All Feathers: Doing Diversity and Inclusion Right (2020)

Birds of All Feathers is a timely call to action for employers, HR professionals, managers, and employees to address diversity and inclusion because it's not just the right thing to do, but the smart thing to do.

Michael Bach helps you develop a better understanding around the nuances of terms like diversity versus inclusion and equity versus equality. He shows how diversity and inclusion can drive innovation and creativity - critical to any business' survival in today's fickle marketplace. You'll learn how to craft a DEIA policy that's effective. Learn how to start the work of dismantling systemic racism and inequity by creating safe workspaces where people can bring their whole selves, find advancement, and succeed.

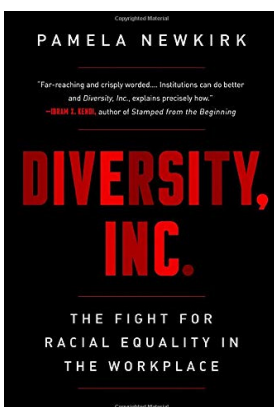


Minal Bopai

Equity: How to Design Organizations Where Everyone Thrives (2021)

A fast and engaging read, Equity helps leaders create more inclusive organizations using human-centred design and behavior change principles.

Even the most passionate advocates for diversity, equity, and inclusion have been known to treat equity as the middle child—the concept they skip over to get to the warm, fuzzy feelings of inclusion. But Bopai shows throughout this book that equity is critical if organizations really want to leverage differences for greater impact.



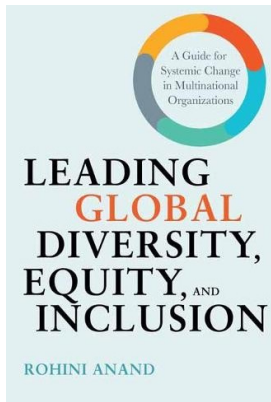
Pamela Newkirk

Diversity Inc.: The Fight for Racial Equality in the Workplace (2020)

In Diversity, Inc., award-winning journalist Pamela Newkirk shines a bright light on the diversity industry, asking the tough questions about what has been effective and why progress has been so slow. Newkirk highlights the rare success stories, sharing valuable lessons about how other industries can match those gains. But as she argues, despite decades of handwringing, costly initiatives, and uncomfortable conversations, organizations have, apart from a few exceptions, fallen far short of their goals.

Diversity, Inc. incisively shows the vast gap between the rhetoric of inclusivity and real achievements. If we are to deliver on the promise of true equality, we need to abandon ineffective, costly measures and commit ourselves to combatting enduring racial attitudes.

BOOKS ABOUT DIVERSITY EQUITY AND INCLUSION

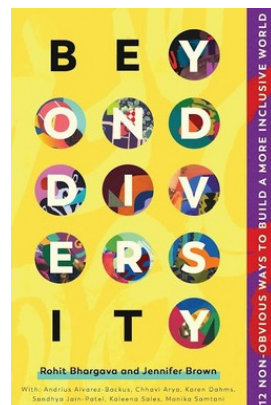


Rohini Anand

Leading Global Diversity, Equity and Inclusion (2021)

This book offers five proven principles so multinational companies can advance diversity, equity, and inclusion with a nuanced understanding of local contexts across countries and cultures.

Along with practical advice and examples, Anand offers five overarching principles derived from her own experience leading global DEI transformation and interviews with more than 65 leaders to provide a through line for leading global DEI transformation in divergent cultures.



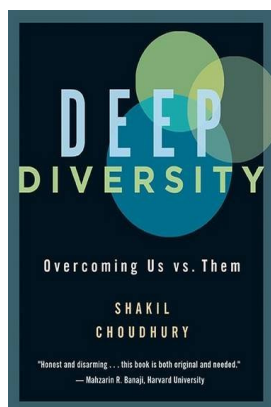
Rohit Bhargava and Jennifer Brown

Beyond Diversity: 12 Non-Obvious Ways to Build a More Inclusive World (2021)

What if we could go beyond the conversation about diversity and take real action?

In early 2021, more than 200 widely respected experts gathered virtually for the world's most ambitious conversation about diversity. The aim was to do more than spotlight injustice. It was an effort to imagine how to fix it.

Now for the first time, these solutions are compiled into one groundbreaking volume organized into 12 powerful themes including: storytelling, technology, identity, retail, education, and more. Each chapter paints a revealing picture of the world, how it is, how it could be and what needs to happen to get there. For newcomers to the topic of diversity and DEI experts alike, this book offers a much-needed actionable blueprint for creating a more inclusive world for all.



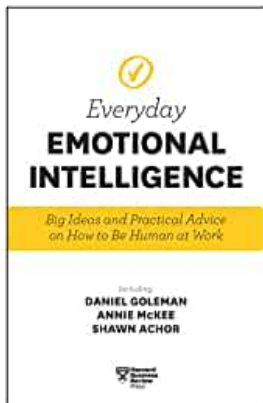
Shakil Choudhury

Deep Diversity Overcoming Us vs Them (2015)

What if our interactions with those different from us are strongly influenced by things happening below the radar of awareness, hidden even from ourselves? Deep Diversity explores this question and argues that “us vs. them” is an unfortunate but normal part of the human experience due to reasons of both nature and nurture.

To really work through issues of racial difference and foster greater levels of fairness and inclusion, Choudhury argues, requires an understanding of the human mind, its conscious and unconscious dimensions. Deep Diversity integrates Choudhury's 20 years of experience with interviews with researchers in social neuroscience, implicit bias, psychology, and mindfulness. Using a compassionate but challenging approach, Choudhury helps readers identify their own bias and offers practical ways to break the “prejudice habits” we have all learned, in order to tackle systemic discrimination.

BOOKS ON EMOTIONAL INTELLIGENCE



**Daniel Goleman, Annie McKee
and Shawn Achor**

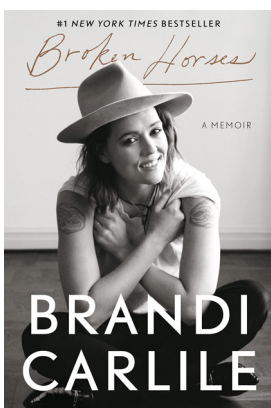
Everyday Emotional Intelligence: Big Ideas and Practical Advice on How to Be Human at Work (2017)

Fundamental frameworks for emotional intelligence and how to apply them every day.

According to research by Goleman, emotional intelligence has proved to be twice as important as other competencies in determining outstanding leadership. It is now one of the crucial criteria in hiring and promotion processes, performance evaluations, and professional development courses. And it's not innate. It's a skill that all of us can improve.

With this double volume you'll get HBR's 10 Must Reads on Emotional Intelligence and the HBR Guide to Emotional Intelligence. That's 10 definitive HBR articles on emotional intelligence by Goleman and other leaders in the field, curated for you and paired with smart, focused advice from HBR experts about how to implement these ideas in your daily work life.

BOOKS ABOUT THE LGBTQA2S+



Brandi Carlile

Broken Horses: A Memoire (2021)

In *Broken Horses*, Carlile takes listeners through the events of her life that shaped her raw art. It covers her start at a local singing competition, where she performed Elton John's "Honky Cat" in a bedazzled white polyester suit, to her first break opening for the Dave Matthews Band. It covers many sleepless tours over 15 years and six studio albums, all while raising two children with her wife, Catherine Shepherd. Evocative and piercingly honest, *Broken Horses* is at once an examination of faith through the eyes of a person rejected by the church's basic tenets and a meditation on the moments and lyrics that have shaped the life of a creative mind, a brilliant artist, and a genuine mission to give back.

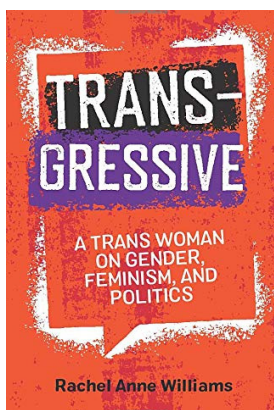
BOOKS ABOUT THE LGBTQA2S+



Heath Fogg Davis

Beyond Trans Does Gender Matter (2017)

Beyond Trans pushes the conversation on gender identity to its limits: questioning the need for gender categories in the first place. Whether on birth certificates or college admissions applications or on bathroom doors, why do we need to mark people and places with sex categories? Do they serve a real purpose or are these places and forms just mechanisms of exclusion? Davis offers an impassioned call to rethink the usefulness of dividing the world into not just male and female categories but even additional categories of transgender and gender fluid. Davis, himself a transgender man, explores the underlying gender-enforcing policies and customs in American life that have led to transgender bathroom bills, college admissions controversies, and more, arguing it is necessary for our society to take real steps to challenge the assumption that gender matters.



Rachel Ann Williams

Transgressive: A Trans Woman on Gender, Feminism and Politics (2019)

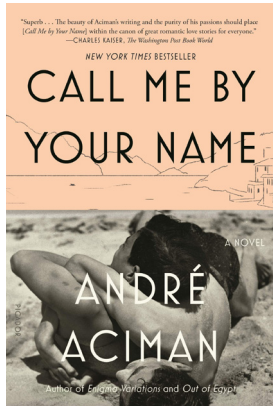
How do I know I am trans? Is trans feminism real feminism? What is there to say about trans women's male privilege? This collection of insightful, pithy, and passionately argued think pieces from a trans-feminist perspective explores issues surrounding gender, feminism, and philosophy and challenges misconceptions about trans identities. The book confronts contentious debates in gender studies to alleviate ongoing tension between feminism and trans women. Split into six sections, this collection covers wider issues, as well as autobiographical experiences, designed to stimulate the reader and encourage them to actively participate.



Tegan and Sara Quinn

High School (2019)

High School is the revelatory and unique coming-of-age story of Sara and Tegan Quinn, identical twins from Calgary, Alberta growing up in the height of grunge and rave culture in the 90s, well before they became the celebrated musicians and global LGBTQA2S+ icons we know today. While grappling with their identity and sexuality, often alone, they also faced academic meltdown, their parents' divorce, and the looming pressure of what might come after high school. Written in alternating chapters from both Tegan's point of view and Sara's, the book is a raw account of the drugs, alcohol, love, music, and friendships they explored in their formative years. A transcendent story of first loves and first songs, it captures the tangle of discordant and parallel memories of two sisters who grew up in distinct ways even as they lived just down the hall from one another.



Andre Aciman

Call Me by Your Name (2008)

Aciman’s *Call Me by Your Name* is the story of a sudden and powerful romance that blossoms between an adolescent boy and a summer guest at his parents’ cliffside mansion on the Italian Riviera. Each is unprepared for the consequences of their attraction when, during the restless summer weeks, unrelenting currents of obsession, fascination, and desire intensify their passion and test the charged ground between them. Recklessly, the two verge toward the one thing both fear they may never truly find again: total intimacy. The psychological maneuvers that accompany attraction have seldom been more shrewdly captured than in Aciman’s frank, unsentimental, heartrending elegy to human passion. *Call Me by Your Name* is clear-eyed, bare-knuckled, and ultimately unforgettable. It is an instant classic and one of the great love stories of our time.

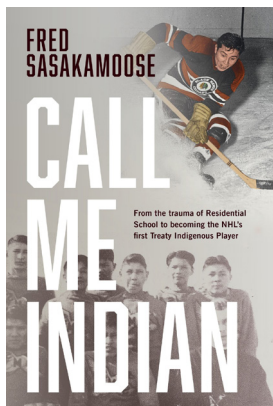
BOOKS ON INDIGENOUS CULTURE



Elwood Jimmy and Vanessa Andreotti with Sharon Stein

Towards Braiding (2019)

Towards Braiding is an on-going collaborative process between Elwood Jimmy and Vanessa Andreotti hosted and funded by the Musagetes Arts Foundation. This collaboration involves several modes of relational engagement with Indigenous and non-Indigenous artists, scholars, and communities, including visits, gatherings, and consultations.



Fred Sasakamoose

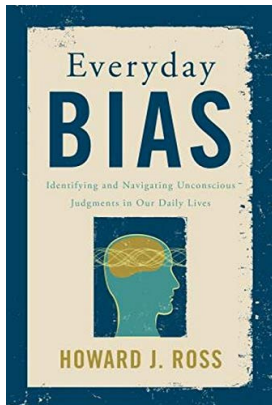
Call Me Indian (2021)

“Fred Sasakamoose played in the NHL before First Nations people had the right to vote in Canada. This page turner will have you cheering for ‘Fast Freddy’ as he faces off against huge challenges both on and off the ice. Aa great gift to every proud hockey fan, Canadian, and Indigenous person.”

-Wab Kinew, Leader of the Manitoba NDP and author of *The Reason You Walk*

Trailblazer. Residential school Survivor. First Treaty Indigenous player in the NHL. All of these descriptions are true, but none of them tell the whole story.

BOOKS ON BIAS AND ANTI-RACISM



Howard J Ross

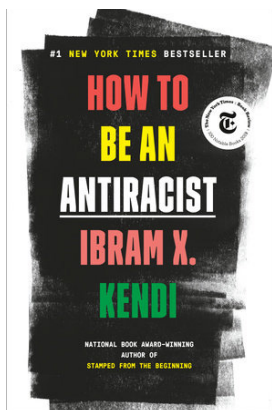
Everyday Bias: Identifying and Navigating Unconscious Judgments in Our Daily Lives (2014)

Incorporating anecdotes from today's headlines alongside case studies from more than 30 years as a nationally prominent diversity consultant, Ross helps readers understand how unconscious bias impacts our day-to-day lives and particularly our daily work lives. And he answers the question: Is there anything we can do about it? by providing examples of behaviours the reader can engage in to disengage the impact of their own biases.

With an added appendix that includes lessons for handling conflict and bias in the workplace, this book offers an invaluable resource for a broad audience. It's for individuals seeking to understand and confront their own biases or human resource professionals and business leaders determined to create more bias-conscious organizations. Productivity, personal happiness, and social growth are possible if we first understand the widespread and powerful nature of the biases we don't realize we have.

How to be an Anti-Racist (2019)

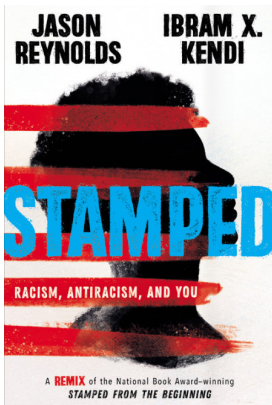
Antiracism is a transformative concept that reorients and reenergizes the conversation about racism and, even more fundamentally, points us toward liberating new ways of thinking about ourselves and each other. At its core, racism is a powerful system that creates false hierarchies of human value. Its warped logic extends beyond race, from the way we regard people of different ethnicities or skin colours, to the way we treat people of different sexes, gender identities, and body types. Racism intersects with class and culture and geography and even changes the way we see and value ourselves. In *How to Be an Antiracist*, Kendi takes readers through a widening circle of antiracist ideas, from the most basic concepts to visionary possibilities. This will help readers see all forms of racism clearly, understand their poisonous consequences, and work to oppose them in our systems and in ourselves.



Ibram X. Kendi

Kendi weaves an electrifying combination of ethics, history, law, and science with his own personal story of awakening to antiracism. This is an essential work for anyone who wants to go beyond the awareness of racism to the next step: contributing to the formation of a just and equitable society.

BOOKS ON BIAS AND ANTI-RACISM

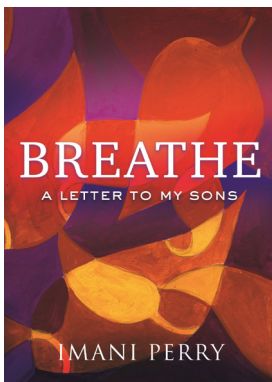


**Ibram X. Kendi and
Jason Reynolds**

Stamped: Racism, Anti-Racism and You (2020)

The construct of race has always been used to gain and keep power, to create dynamics that separate and silence. This remarkable reimagining of Kendi's National Book Award-winning *Stamped from the Beginning* reveals the history of racist ideas in America and inspires hope for an antiracist future. It takes you on a race journey from then to now, shows you why we feel how we feel, and why the poison of racism lingers. It also proves that while racist ideas have always been easy to fabricate and distribute, they can also be discredited.

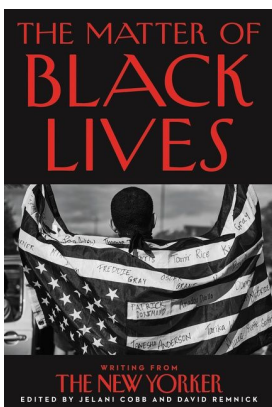
Through a gripping, fast-paced, and energizing narrative written by beloved award-winner Reynolds, this book shines a light on the many insidious forms of racist ideas and on ways readers can identify and stamp out racist thoughts in their daily lives.



Imani Perry

Breathe: A Letter to my Sons (2019)

Emotionally raw and deeply reflective, Perry issues an unflinching challenge to society to see Black children as deserving of humanity. She admits fear and frustration for her African American sons in a society that is increasingly racist and at times seems irredeemable. However, as a mother, feminist, writer, and intellectual, Perry offers an unfettered expression of love. She finds beauty and possibility in life and exhorts her children and their peers to find the courage to chart their own paths and find steady footing and inspiration in Black tradition.

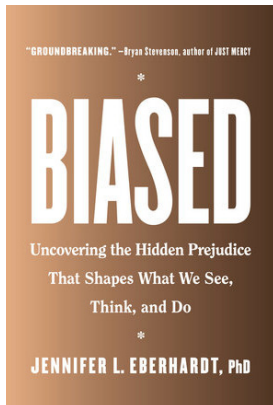


Jelani Cobb

The Matter of Black Lives (2021)

This anthology from the pages of the *New Yorker* provides a bold and complex portrait of Black life in America, told through stories of private triumphs and national tragedies, political vision, and artistic inspiration. It reaches back across a century, with Rebecca West's classic account of a 1947 lynching trial and James Baldwin's "Letter from a Region in My Mind" (which later formed the basis of *The Fire Next Time*), and yet it also explores the current moment, from the classroom to the prison cell and the upheavals of what Cobb calls "the American Spring." Bringing together reporting, profiles, memoir, and criticism from writers such as Chimamanda Ngozi Adichie, Elizabeth Alexander, Hilton Als, Vinson Cunningham, Henry Louis Gates, Jr., Malcolm Gladwell, Jamaica Kincaid, Kelefa Sanneh, Doreen St. Félix, and others, the collection offers startling insights about the U.S.'s relationship with race. *The Matter of Black Lives* reveals the weight of a singular history and challenges us to envision the future anew.

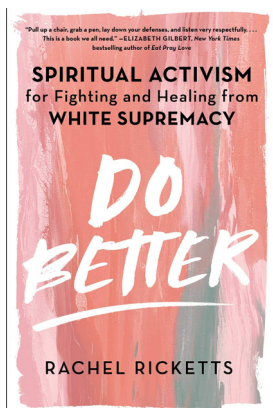
BOOKS ON BIAS AND ANTI-RACISM



Jennifer L Eberhardt

Biased (2019)

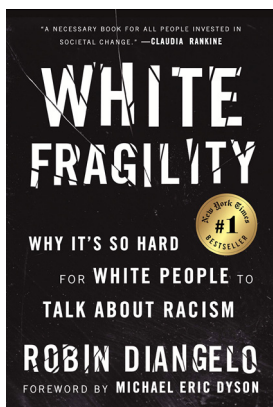
How do we talk about bias? How do we address racial disparities and inequities? What role do our institutions play in creating, maintaining, and magnifying those inequities? What role do we play? With a perspective that is at once scientific, investigative, and informed by personal experience, Eberhardt offers us the language and courage we need to face one of the biggest and most troubling issues of our time. She exposes racial bias at all levels of society, in our neighbourhoods, schools, workplaces, and criminal justice system. Yet she also offers tools to address it. Eberhardt shows how we can be vulnerable to bias but not doomed to live under its grip. Racial bias is a problem we all have a role to play in solving.



Rachel Ricketts

Do Better: Spiritual Activism for Fighting and Healing From White Supremacy (2021)

Do Better is a revolutionary offering that addresses racial justice from a comprehensive, intersectional, and spirit-based perspective. This actionable guidebook illustrates how to engage in heart-centered and mindfulness-based practices that will help us all fight White supremacy from the inside out, in our personal lives and communities alike. It is a loving and assertive call to do the deep—and often uncomfortable—inner work that precipitates much-needed external and global change.

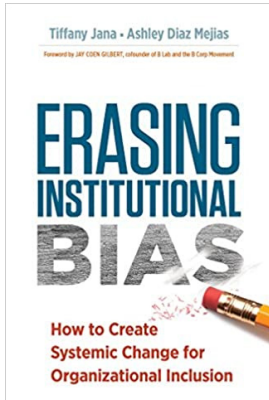


Robin D'Angelo

White Fragility: Why it's so Hard for White People to Talk About Racism (2018)

In this “vital, necessary, and beautiful book” (Michael Eric Dyson), antiracist educator D’Angelo deftly illuminates the phenomenon of White fragility and “allows us to understand racism as a practice not restricted to “bad people” (Claudia Rankine). Referring to the defensive moves White people make when challenged racially, White fragility is characterized by emotions such as anger, fear, and guilt, and by behaviours including argumentation and silence. These behaviors, in turn, function to reinstate White racial equilibrium and prevent any meaningful cross-racial dialogue. In this in-depth exploration, D’Angelo examines how White fragility develops, how it protects racial inequality, and what we can do to engage more constructively.

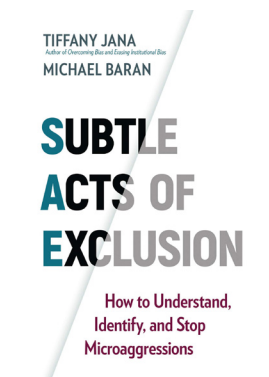
BOOKS ON BIAS AND ANTI-RACISM



**Tiffany Jana and
Ashley Diaz Mejias**

Erasing Institutional Racism: How to Create Systemic Change for Organizational Inclusion (2018)

Eliminating systemic bias can seem an insurmountable task from the vantage point of an ordinary individual, yet Jana and Mejias empower readers to recognize that each of us has the ability to affect systemic bias through a deliberate, coordinated effort. Institutional bias afflicts all industries, including business, education, health care, government, tech, the arts, non-profits, and finance and banking. Among the types of institutional bias addressed are hiring bias, gender bias, racial bias, occupational bias, and customer bias. Jana and Mejias focus their attention on bias in the workplace and give readers practices and activities to create organizational trust to challenge these implicit biases. Erasing Institutional Bias helps people recognize that each of us has the power to affect systemic bias. Each of us can evaluate our own current role in perpetuating systemic bias and define our new role in breaking down systemic bias.

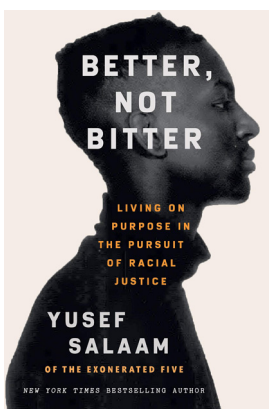


Tiffany Jana and Michael Baran

Subtle Acts of Exclusion: How to Understand, Identify, and Stop Microaggressions (2020)

Jana and Baran offer a clearer, more accessible term, i.e. subtle acts of exclusion (SAEs), to emphasize the purpose and effects of these actions. After all, people generally aren't trying to be aggressive. Usually they're trying to say something nice, learn more about a person, be funny, or build closeness. But whether in the form of exaggerated stereotypes, backhanded compliments, unfounded assumptions, or objectification, SAEs are damaging to our coworkers, friends, and acquaintances.

Jana and Baran give simple and clear tools to identify and address such acts, offering scripts and action plans for everybody involved. Knowing how to have these conversations in an open-minded, honest way will help us build trust and create stronger workplaces and healthier, happier people, and communities.



Yusef Salaam

Better, not Bitter: Living on Purpose in the Pursuit of Racial Justice (2021)

Better Not Bitter is the first time one of the now Exonerated Five is telling his individual story, in his own words. Salaam writes about growing up Black in central Harlem in the '80s, being raised by a strong, fierce mother and grandmother, his years of incarceration, his reentry, and exoneration. Salaam connects these stories to lessons and principles he learned that gave him the power to survive through the worst of life's experiences. He inspires readers to accept their own path, to understand their own sense of purpose. With his intimate personal insights, Salaam unpacks the systems built and designed for profit and the oppression of Black and Brown people. He inspires readers to channel their fury into action, and through the spiritual, to turn that anger and trauma into a constructive force that lives alongside accountability and mobilizes change.

This memoir is an inspiring story that grew out of one of the gravest miscarriages of justice. It not only speaks to a moment in time or the rage-filled present, but reflects a 400-year history of a nation's inability to be held accountable for its sins. Salaam's message is vital for our times, a motivating resource for enacting change. *Better, Not Bitter* has the power to soothe, inspire, and transform. It is a galvanizing call to action.

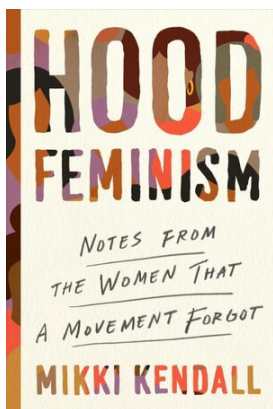
BOOKS ON GENDER



*Laura Erickson-Schroth
and Benjamin Davis*

Gender: What Everyone Needs to Know (2020)

The term “gender” was first distinguished from “sex” in the 1950s when psychologists began to discuss the idea of “gender roles,” behaviours and responsibilities given to people by a society rather than flowing from their biology. Since then, leaders across disciplines have sought to better understand the roles of biology, psychology, and culture on gender. New language has emerged alongside rich scientific inquiry and research. Increased visibility of transgender and nonbinary communities has brought awareness to a range of gender diverse experiences, while legal battles, wage disparities, and health inequities continue to prove gender’s relevancy in today’s world. In this book, Erickson-Schroth and Davis guide readers through the knowns and unknowns of gender, asking questions such as: What is the difference between sex, gender identity, and gender expression? Were ancient societies matriarchal? How different are male and female brains, really? What role does language play in the ways we think about gender? What do we know about sex and gender in non-human species? What are the current frontiers in gender equality?



Mikki Kendall

Hood Feminism (2020)

Today’s feminist movement has a glaring blind spot. Paradoxically, it is women. Mainstream feminists rarely talk about meeting basic needs as a feminist issue, argues Kendall, but food insecurity, access to quality education, safe neighbourhoods, a living wage, and medical care are all feminist issues. However, all too often the focus is not on basic survival for the many, but on increasing privilege for the few. That feminists refuse to prioritize these issues has only exacerbated the age-old problem of both internecine discord and women who rebuff at carrying the title. Moreover, prominent White feminists broadly suffer from their own myopia about how things like race, class, sexual orientation, and ability intersect with gender. How can we stand in solidarity as a movement, Kendall asks, when there is the distinct likelihood that some women are oppressing others?

RECOMMENDED READING

To enlighten and inspire you on your learning journey we encourage you to explore the selection of links below from a variety of Canadian, American, and British sources/resources.

If reading online, click the title to be taken directly to the article or pdf.

A /

[A Review of Recommendations Addressing Systemic Discrimination in Nova Scotia and Canada](#)

[Acknowledgement of Systemic Discrimination: Our Commitment Moving Forward](#)

[Amnesty International Focus Group Report](#)

[Amnesty International Report: Culture of White Privilege](#)

B /

[Beyond Diversity: How firms are Cultivating a Sense of Belonging](#)

C /

[Canada has Lost its Halo we Must Confront our Indigenous Genocide](#)

[Canada is Growing Very Diverse, Very Quickly](#)

[Children Race and Racism: How Race Awareness Develops](#)

[Commission on Race and Ethnic Disparities: the report](#)

D /

[Did you really just say that? Advice on how to address microaggressions](#)

[Disrupting Whiteness in Curriculum History](#)

[Diversity is more than just a buzzword: Conversations with our Black Colleagues](#)

[Diverse employees are struggling the most during COVID-19: Here's how companies can respond](#)

[Diversity and Inclusion in the Workplace CIPD](#)

[Diversity, Inclusion and Intersectionality](#)

[Diversity Disclosure Practices Report Osler](#)

[Diversity of Boards of Directors and Senior Management of Federal Distributing Corp. 2020 Annual Report](#)

E/

[Employment Equity Act](#)

[Employment Equity Report 2018](#)

[Empower the next generation to be more equitable](#)

F/

[Finding and Keeping your Next Chief Diversity Officer](#)

[Four ways to create culture belonging in the international office](#)

G/

[Government of Canada's gender and sexual diversity glossary](#)

[Guide to Allyship](#)

H/

[Honouring Black Indigenous Bloodlines CBC](#)

[How communities of color perpetuate anti Blackness: Pink Elephant Newsletter](#)

[How Don Oliver Built Business Case to end Anti-Black Racism](#)

[How to be an Effective Ally](#)

[HR Professionalism: What do we Stand for?](#)

I/

[Inclusive Leadership: Unlocking the Value of diversity and Inclusion](#)

[Inclusive Leadership: Why does This Matter to Canadians Today?](#)

[Indigenous Gender based analysis](#)

[Information and Resources to Combat Anti - Black Racism in Nova Scotia](#)

[Intersectionality](#)

[Is Canada Really dominated by White Privilege?](#)

M/

[McKinsey - Diversity wins how inclusion matters](#)

[More Than Good Intentions and Open Minds: Unconscious Bias in the Workplace](#)

N/

[New Immigrants In NS Have Employment Challenges, Opportunities](#)

[No More Tick Boxes](#)

[NSHRC Working Together to Better Serve All Nova Scotians](#)

P/

[Project Implicit - Implicit Association Test - Harvard](#)

[Prosecuting Fairly: Addressing the Challenges of Implicit Bias, Racial Anxiety and Stereotype Threat](#)

R/

[Racial Equity Policy Nova Scotia Education](#)

[Racism Impoverishes the Whole Economy](#)

[Reclaiming Power and Place](#)

S/

[Sephora Implements New Action Plan Aimed at Mitigating Racially Biased Experiences in the US Retail Environment](#)

[Seeing the Person](#)

[Six ways to Foster Belonging](#)

T/

[Talking to Your Kids about Racism](#)

[Tesla Ordered to Pay Black Former Employee for Racial Abuse](#)

[Types of Diversity in the Workplace You Need to Know](#)

U/

[Unconscious Bias in the classroom: Evidence and Opportunities](#)

[Unconscious Bias: From Awareness to Action](#)

[Understanding White Privilege](#)

[Unleashing the power of Inclusion: Attracting and engaging the evolving workforce](#)

[Untapped Talent - B2B Guide to Innovative Hiring and Retention](#)

W/

[W is for white fragility: NHS Bosses block bizarre A to Z of Woke terms from Public View after Accusations it was Divisive.](#)

[Waking Up to Whiteness and White Privilege](#)

[Watering the Roots: Diversity is Our Strength](#)

[What Leaders can Learn from EY's Diversity and Inclusion Efforts](#)

[What Nova Scotians can do to Stand up to Racism, Injustice](#)

[Why Diversity Matters](#)

[Why Diversity Programs Fail](#)

[Why you can't improve diversity without data](#)

[Workforce Race Inequalities and Inclusion in NHS Providers](#)

GLOSSARY OF TERMS

The following is a list of often heard key diversity, equity, and inclusion terms and definitions. It is by no means a comprehensive list as equity, diversity, and inclusion terms are ever-expanding and changing. Refer to this list as you go through the articles and books listed in this Tool Kit.

2SLGBTQIA+

Two Spirit, Lesbian, Gay, Bisexual, Trans, Queer (or Questioning), Intersex, Asexual (or sometimes Ally). The placement of Two Spirit (2S) first is to recognize that Indigenous people are the first peoples of this land, and their understanding of gender and sexuality precedes colonization. The '+' is for all the new and growing ways we become aware of sexual orientations and gender diversity.

A/ Ableism

Prejudice, stereotyping and discrimination directed against people who experience developmental, emotional, physical, sensory, or health-related disabilities.

Accessibility

The "ability to access" and benefit from some system or entity. The concept focuses on enabling access for people with disabilities, or special needs, or enabling access using assistive technology; however, research and development in accessibility brings benefits to everyone through the design of products, devices, services or environments.

Advocate

Someone who supports the rights of individuals with whom they identify.

Afrocentrism

A method of study and intellectual positioning that centres African values and ethos, and the perspective of African history directed by the viewpoint and assessment from African-descended folk globally.

Ageism

Prejudices, stereotypes, and discrimination directed against people based on their age.

Ally

A person of one social identity group who stands up in support of members of another social identity group and who is willing to act to help end discrimination, amplify unheard voices, and protect the rights of all.

Anti-Black Racism

Prejudice, stereotyping, and discrimination directed against people of African descent.

Anti-Racism

A practice, set of beliefs, and value system that recognizes the historic oppressions and violence perpetuated against Black, Indigenous, Latino, and Asian people and that works to educate people about this oppression and to end that oppression in our current day.

Anti-Semitism

Prejudice, stereotyping, and discrimination directed against Jewish people based on their culture and religion.

Aryan Race

Term applied to White people, especially of northern European descent; often used to imply White Supremacy.

Assimilation

Process of taking on social and cultural traits of the majority race in the nation in which one resides.

B/ BIPOC

An acronym for Black, Indigenous, and People of Colour. BIPOC is meant to emphasize the hardships faced by Black and Indigenous people and to acknowledge that not all people of colour face the same levels of injustice.

Black

A racialized classification of people, usually a political and skin-colour based category for specific population with a mid to dark brown complexion. Some perceive “black” as a derogatory, outdated, reductive, or otherwise unrepresentative label.

Black Inferiority Bias

When workplace overt/implicit dress codes exclude Black styled hair, speaking over Black people during meetings, or re-explaining something that has been said, assuming that Black people need additional support or input to achieve good results.

BLM

Black Lives Matter is an international activist movement bringing justice, healing, and freedom to Black people across the globe. Founded by Alicia Garza, Patrisse Cullors, and Opal Tometi.

Brown

Is a racial or ethnic term sometimes used to describe people who are not White, including some people who also identify as East Asian or South American.

C/

Caucasian

Term used to describe White or European descended people; origins in eugenics and is not a recommended term to use to describe someone of European descent and/or who is White.

Cisgender

When your gender identity aligns with the sex you were assigned at birth.

Cissexism

Prejudice, stereotyping, and discrimination directed against people who are not cisgender. Cissexism is also a set of assumptions or beliefs that people who are cisgender are superior to people who are not.

Citizenship Status-Based Discrimination

Prejudice, stereotyping and discrimination directed against individuals or groups based on their actual or perceived citizenship status.

Classism

Prejudice, stereotyping and discrimination directed against individuals or groups based on their actual or perceived wealth, income, or socio-economic status (class).

Colonialism

A political process by which a foreign power dominates and exploits an Indigenous group or nation, appropriating land and other resources. The European colonial period refers to a specific era of European expansion into other continents between the 16th and 20th centuries. During this period, European states established settlements in distant territories and enforced economic, military, political, and cultural control in much of Africa, the Americas, Asia, and Australia. Colonialism is enacted through violence, theft, cultural erasure, and discrimination against First Nations, Inuit, and Métis peoples in Canada, and Indigenous communities around the world.

Colourism

A form of prejudice or discrimination in which people are treated differently based on the social meanings attached to skin colour.

Confirmation Bias

The tendency to seek or notice information that confirms your belief and to avoid or ignore information that contradicts what you already think.

Covering

The strategic downplaying/minimizing of a stigmatized identity in order to avoid negative perceptions, harassment, or adverse professional effects.

Cultural Appropriation

The adoption or theft of icons, rituals, aesthetic standards, and behaviour from one culture or subculture by another. It is generally applied when the subject culture is a minority culture or somehow subordinate in social, political, economic, or military status to appropriating culture. This “appropriation” often occurs without any real understanding of why the original culture took part in these activities, often converting culturally significant artifacts, practices, and beliefs into “meaningless” pop-culture or giving them a significance completely different/less nuanced than they would originally have had.

Cultural Awareness

To understand cultural differences and being aware of different cultural values, beliefs, and perceptions. This usually involves internal changes in terms of attitudes and values. It also involves recognizing one's own culture.

Cultural Humility / Cultural Sensitivity

Is a process of self-reflection to understand personal and systemic biases and to develop and maintain respectful processes and relationships based on mutual trust. It is a basic knowledge of the diversity, world views, spiritual, and cultural values of different peoples, and the historical and contemporary issues that influence them.

Cultural Identity / Background

The identity or feeling of belonging to a cultural group. It is part of a person's self-conception and self-perception. It relates to any kind of social group that has its own distinct culture and can be defined in groups or individuals, by themselves or others. For example, nationality, ethnicity, religion, social class, generation, locality, etc.

Cultural Intelligence (Cultural Quotient - CQ)

Refers to the skill to relate and work effectively in culturally diverse situations. It is the capability to cross boundaries and prosper in multiple cultures. CQ links to emotional intelligence but goes a bit further. People with high CQ are attuned to the values, beliefs, attitudes, and body language of people from different cultures. They use this knowledge to help them relate to others with empathy and understanding.

Culture

A social system of meaning and custom that is developed by a group of people. It is distinguished by a set of spoken and unspoken rules that shape values, beliefs, habits, patterns of thinking, behaviours, customs, and styles of communication. It is an integrated pattern of human knowledge, belief, and behaviour that depends upon the capacity for learning and transmitting knowledge to succeeding generations. It is dynamic and changes with time.

D/

Deadnaming

The practice of using the former name of a transgender person; the name they were given at birth rather than the name they have chosen for themselves.

Disability

Long-term physical, mental, intellectual, or sensory impairments that interact with various barriers that may hinder a person's full and effective participation in society on an equal basis with others (Convention on the Rights of Persons with Disabilities). Disability is a contested concept, with different meanings in different communities with several connotations. It may also refer to limitations imposed on people by the constraints of an ableist society (the social model); or the term may serve to refer to the identity of disabled people.

Discrimination

The denial of equal treatment, civil liberties, and opportunity to individuals or groups with respect to education, accommodation, health care, employment, and access to services, goods, and facilities. Results in unequal outcomes for persons who are perceived as different; the denial of cultural, economic, educational, political, and/or social rights of members of non-dominant groups (Canadian Race Relations Foundation). Discrimination, whether intentional or unintentional, has the effect of preventing or limiting access to opportunities, benefits or advantages that are available to other members of society. Discrimination may be evident in organizational and institutional structures, policies, procedures, and programs, as well as in the attitudes and behaviours of individuals.

Diversity

The presence of a wide range of human qualities and attributes within a group, organization, or society. The dimensions of diversity include, but are not limited to, ancestry, culture, ethnicity, gender, gender identity, language, physical and intellectual ability, race, religion, sex, sexual orientation, and socio-economic status.

Diversity Dimension

There are five dimensions of global diversity:

1. *Internal Dimensions*: age, race, ethnicity, gender, physical ability and sexual orientation
2. *External Dimensions*: marital status, income, personal habits, recreational habits, religion, educational background, work experience, appearance and geographical location
3. *Organizational Dimensions*: union affiliation, work location, work content/field, seniority, division/dept/unit/group, management status

4. *Countries of Operation*: economy, laws, values, social structure, business etiquette, languages and political system
5. *Personality*: character, emotions, temperament, personal values, patterns of thought, strengths and weaknesses.

E/

Emotional Intelligence (Emotional Quotient - EQ)

The capability of individuals to recognize their own emotions and those of others, discern between different feelings, and label them appropriately. They can use emotional information to guide thinking and behaviour and adjust emotions to adapt to environments. EQ is typically associated with empathy because it involves an individual connecting their personal experiences with those of others.

Ethnocentrism

The tendency to view others using one's own ethnic group and customs as the standard for judgment. Also, the tendency to see one's ethnic group, customs, language, social norms, and beliefs as the best or as neutral or normal. Other ethnic groups, customs, languages, social norms, and beliefs are viewed as inferior.

Ethnicity

How one sees oneself and how one is "seen by others as part of a group on the basis of presumed ancestry and sharing a common destiny ..." Common threads that may tie one to an ethnic group include skin colour, religion, language, customs, ancestry, and occupational or regional features. In addition, persons belonging to the same ethnic group share a unique history different from that of other ethnic groups. Usually a combination of these features identify an ethnic group.

Equality

The state of being equal, especially in status, rights, and opportunities.

Equity

A condition or state of fair, inclusive, and respectful treatment of all people. Equity is different from equality; it does not mean treating people the same without regard for individual differences. It focuses instead on achieving the sameness of result, recognizing that each individual has unique needs and social locations.

Equity Based Analysis

Exploring a situation and paying attention to equity and diversity. It is a way of paying attention to how different groups are represented, misrepresented, or invisible. Stepping back, observing, and examining the effectiveness of what we are doing.

Ethnocentricity

Considered by some to be an attitude that views one's own culture as superior. Others cast it as "seeing things from the point of view of one's own ethnic group" without the necessary connotation of superiority.

Euro-Centric

The inclination to consider European culture as normative. While the term does not imply an attitude of superiority (since all cultural groups have the initial right to understand their own culture as normative), most use the term with a clear awareness of the historic oppressiveness of Eurocentric tendencies in U.S. and European society.

F/

Faithism

Harmful beliefs, behaviours, and institutional practices by a group or person with power directed against specific groups based on their faith or religious practice.

Feminism

The theory and practice that advocates for educational and occupational equity between men and women; undermines traditional cultural practices that support the subjugation of women by men and the devaluation of women's contributions to society (The National Multicultural Institute).

Fetishisation

Asking to touch a black person's hair, describing a black person's features as being "exotic"; offering compliments based on stereotypes, including assumptions that all Black people can dance and play sports.

G/

Gender

A term that refers to social expectations around roles, behaviours, and activities considered appropriate to the social categories of "woman" and "man" or "girl" and "boy."

Gender Expression

The various ways in which a person publicly expresses or presents their gender. This can include behaviour and outward appearance, such as dress, hair, make-up, body language, name, and pronoun.

Gender Identity

How someone identifies their gender. Gender identity is a person's internal sense of self as male, female, both, or neither and is different from sexual orientation and from perceived biological sex.

H/

Hate Crime

Hate crime legislation often defines a hate crime as a crime motivated by the actual or perceived race, colour, religion, national origin, ethnicity, gender, disability, or sexual orientation of any person.

Heterosexism

An ideological system that assumes heterosexuality as a norm and that assumes everyone to be heterosexual. Heterosexism leads to prejudice, stereotyping, and discrimination against people based on their actual or perceived sexual orientation.

Heteronormativity

The belief that heterosexuality, predicted on the gender binary of male female, is not only the norm or default sexual orientation, but also the only acceptable sexual orientation.

Heteropatriarchy

A social-political system where primarily cisgender males and heterosexuals have authority over other sexual orientation and gender identities.

Homophobia

A wide range of negative, disparaging, or hostile attitudes, fears, and biases against gay, lesbian, or bisexual identities and relationships, and against people perceived as being LGBTQ2S+. It may be overt or unspoken. Homophobia functions in the context of heterosexism and is enacted through prejudice, stereotyping, and discrimination.

I/

Impostor Syndrome

Refers to individuals' feelings of not being as capable or adequate as others. Common symptoms of the impostor phenomenon include feelings of phoniness, self-doubt, and inability to take credit for one's accomplishments. The literature has shown that such impostor feelings influence a person's self-esteem, professional goal-directedness, loss of control, mood, and relationships with others.

Inclusive Design

Taking into account differences among individuals and groups when designing something to avoid creating barriers. Everyone can be accommodated if design is usable and flexible in everything, including policy, buildings, products, and technology.

Inclusive Education

Education based on the principles of acceptance and inclusion of all students. Students see themselves reflected in their curriculum, in their physical surroundings, and in the broader environment, where diversity is honoured and all individuals are respected.

Inclusion/Inclusivity

An ongoing action of honouring and incorporating the diversity of individuals and groups, including their unique identities, needs, and contributions.

Indigenous

This term encompasses First Nations, Métis, and Inuit people, either collectively or separately, and is a preferred term in international usage (e.g. the U.N. Declaration on the Rights of Indigenous Peoples). Originating from a culture with ancient ties to the land in which they reside.

Institutional Racism

It is widely accepted that racism is, by definition, institutional. Institutions have greater power to reward and penalize. They reward by providing career opportunities for some people and foreclosing them for others. They reward as well by the way social goods are distributed, by deciding who receives institutional benefits.

Intersectionality

When two or more forms of discrimination overlap, creating interconnected barriers and multiple experiences of prejudice and exclusion for the individual or group.

Islamophobia

Prejudice, stereotyping, and discrimination directed against Muslims or Arabs on the basis of their culture and religion.

J/

Jim Crow Law

Anti-loitering laws, poll taxes, sundown provisions, racial segregation, and other measures, usually in the southern U.S. States. Their goal was to maintain White superiority even after slavery came to an end. Enacted in the late 19th and early 20th centuries to disenfranchise and remove political and economic gains made by African-descended Americans.

K/

Karen

Disparaging term to describe a cisgender White woman who has targeted non-White people and unleashed racist tirades and accusations against BIPOC people, often resulting in the “Karen” contacting the police.

L/

Language Based Discrimination

Assigning value to people based on their ability to speak Canadian dialect English. It harms or disadvantages people for being English language learners, having a non-Canadian accent, or speaking another dialect of English.

Latinx

A person of Latin American origin or descent (used as a gender-neutral or nonbinary alternative to Latino or Latina).

LGBTQ+

The initials used to refer to lesbian, gay, bisexual, trans, questioning, and queer people. A broader range of identities is also sometimes implied or may be represented more explicitly by the initials LBTTTIQQ2SA, which stands for lesbian, gay, bisexual, transgender, transsexual, intersex, queer, questioning, two-spirited, and asexual.

M/

Mansplaining

The definition of something by a man, typically to a woman, in a manner regarded as condescending or patronizing.

Marginalization

A social process by which individuals or groups are (intentionally or unintentionally) distanced from access to power and resources and construed as insignificant, peripheral, or less valuable/privileged to a community or “mainstream” society.

Mentoring

The opportunity to advise or train someone, perhaps a colleague or student.

Micro-Aggressions

Commonplace, daily verbal, behavioural, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory racial slights. These messages may be sent verbally (“You speak good English”), non-verbally (clutching one’s purse more tightly around people from certain race/ethnicity), or environmentally (symbols like the confederate flag or using cultural mascots). Such communications may be outside the level of conscious awareness of perpetrators.

Miscegenation

Marriage or cohabitation between individuals of different races, formerly prohibited by law when one of the parties was White.

N/

Neurodiversity

Refers to the variation in the human brain regarding sociability, learning, attention, mood, and other mental functions.

Non-Binary/Gender Queer/Gender

Variant terms used by some people who experience their gender identity and/or gender expression as falling outside the categories of man and woman; identifying as being both a man and a woman or somewhere in between.

O/

One Drop Rule

Rule of hypo descent, that any person with discernible Black ancestry is Black and can never be considered White (one drop of African blood).

Oppression

Results from the use of institutional power and privilege where one person or group benefits at the expense of another. Oppression is the use of power and the effects of domination.

Othering

Asking a colleague where they are from, and if they say they are from the same place as the enquirer the reply is “no, where are you really from?” Telling a person of colour they are “so articulate” or they “speak/write English so well.”

P/

Patriarchy

System of beliefs and practices in which men dominate and control women, and all other non cis-hetero male identifying people.

Persons of Colour

A collective term for men and women of Asian, African, Latin, and Indigenous backgrounds.

Prejudice

An attitude based on prejudgment or assumptions about a person or a group of people.

Privilege

A special right, advantage, or immunity granted or available only to a particular person or group. Privilege is, by nature, insidious and invisible.

Privilege Walk

An activity that helps participants develop awareness of themselves and how they relate to others. In this way, it invites people to think about ways inclusivity can create positive changes in their organizations.

Profiling

Practice in which the authorities single out ethnic or racial minority persons for heightened suspicion or detention (Driving while Black).

Psychiatric Stigmatization

Assigning value to people based on their psychiatric health status. Psychiatric stigmatization is enacted through prejudices, stereotypes, and discrimination against people who have or who are perceived as having psychiatric conditions. Common stereotypes about

individual psychiatric conditions or specific behaviours feed into this stigmatization.

Q/

Queer

An umbrella term that can refer to anyone who transgresses society’s view of gender or sexuality. .

R/

Race

A social construct that artificially divides individuals into distinct groups based on characteristics such as physical appearance (particularly skin colour), ancestral heritage, cultural affiliation or history, ethnic classification, and/or the social, economic, and political needs of a society at a given period of time. Scientists agree there is no biological or genetic basis for racial categories.

Racial Equity

The condition that would be achieved if one’s racial identity no longer predicted, in a statistical sense, how one fares. When this term is used, the term may imply racial equity is one part of racial justice, and thus also includes work to address the root causes of inequities, not just their manifestations. This includes the elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

Racism

A set of erroneous assumptions, opinions, and actions stemming from the belief one race is inherently superior to another. It assigns value to people according to how closely they fit a “White” or Euro Canadian ideal and disadvantages people who are perceived as racialized.

Reparations

Compensation, such as money, given to a group or class of individuals who have been wronged, usually by the government.

Reverse Discrimination

When discrimination is aimed at the group of majority.

S/

Sanism

A system of discrimination that privileges certain behaviours and ways of experiencing the world and categorizes these behaviours as “sane.” It stigmatizes people who do not conform to these norms, categorizing them as “insane” or not sane.

Segregation

Separation of individuals or groups by race.

Sexism

A set of erroneous assumptions, opinions, and actions stemming from the belief one gender is inherently superior to another. Sexism operates in the context of patriarchy. Sexism is enacted through prejudice, stereotyping, and discrimination based on a person’s perceived sex or gender.

Shadeism

A set of erroneous assumptions, opinions, and actions stemming from the belief that one shade of skin colour is inherently superior to another. Shadeism is a global phenomenon operating in the context of colonialism. It stems from the colonial idea people with a lighter skin tone are inherently superior to people with a darker skin tone. Shadeism is commonly manifested within and between racialized groups.

Sikhphobia

Prejudice, stereotyping, and discrimination directed against individual Sikhs or Sikhs as a group on the basis of their religion and/or culture.

Sponsor

Someone with power who recognizes your potential and actively advocates for your success on the corporation/organizational ladder. This person typically has enough social capital to make a difference in others’ perception of your performance and in the opportunities you are offered.

Stereotype

A false or generalized, and usually negative, conception of a group of people that results in the unconscious or conscious categorization of each member of that group, without regard for individual differences. Stereotyping may be based on race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital

status, family status, or disability, as set out in the Ontario Human Rights Code or on the basis of other, similar factors.

Stigmatization

Process of marking a person, thing, or group as an object of shame or disgrace.

T/

Tokenize

The practice of doing something (for example hiring a person who belongs to a minority group) only to prevent criticism and give the appearance of equality.

Transexual

One who identifies as a gender other than that of their biological sex.

Transphobia

A wide range of negative, disparaging, or hostile attitudes, fears, and biases towards trans people, both transgender and transsexual. Transphobia operates in the context of cissexism. Transphobia is enacted through prejudice, stereotyping, and discrimination on the basis of perceived sex or gender identity.

Trolling

The deliberate act of making controversial comments to provoke unsuspecting victims who hold a contrary viewpoint into an argument online.

U/

Unconscious Bias

Social stereotypes or prejudice about certain groups that form outside your conscious awareness, yet still affect how you perceive said groups.

Underrepresented

Individuals or groups with insufficient or inadequate representation in various aspects of university life. Often determined when compared to their proportional composition in Canadian society but, in the university setting, other considerations may also override strictly proportional representation.

W/ White

A racial classification and skin colour specifier, used mostly for people of European descent.

White Fragility

Discomfort and defensiveness on the part of a White person when confronted by information about racial inequality and injustice.

White Supremacy

A historically-based, institutionally-perpetuated system of exploitation and oppression of continents, nations, and individuals of colour by White individuals and nations of the European continent for the purpose of maintaining and defending a system of wealth, power, and privilege.

Woke

Slang terminology describing someone who is aware of various intersectional oppressions and who works on behalf of social justice and against racism, sexism, homophobia, classism, ableism, etc.

Sources

The following are the sources used to build this glossary of terms:

1. Accessibility Services Canada: Definitions. <https://accessibilitycanada.ca/aoda/definitions/>
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3. Earley. P and Mosakoski. E (2002, October). Cultural Intelligence. Harvard Business Review.
4. Educator's Equity Companion Guide. Second Edition. Harmony Movement. eBook Edition September 2017
5. Nicholls Jones.S (2018,September 8). Ageism is alive and thriving in our workforce, limiting older employees, say experts. CPA Canada.
6. University of British Columbia: Equity & Inclusion Glossary of Terms <https://equity.ubc.ca/resources/equity-inclusion-glossary-of-terms/>
7. Voices of Canadian Youth: A Teacher's Guide to Equity and Inclusion. Harmony Movement. eBook. March 2019

X/ Xenophobia

A fear or hatred of outsiders or of their cultures and their customs. It can manifest as a wide range of negative, disparaging, or hostile attitudes, fears, and biases, which may be overt or unspoken. Xenophobia operates in the context of colonialism, as it often rests on the assumption colonial populations are original inhabitants and land owners. Xenophobia is enacted through prejudice, stereotyping, and discrimination against newcomers, refugees, or others who are perceived as "not belonging."

Y/ Yellow Peril

A term to describe Asian people as military, economic, social, or cultural threats.

CONCLUSION AND RECOMMENDATIONS

This research is the conclusion of a fascinating and insightful study of Halifax's and surrounding regions' business community and how it relates to the diverse communities it serves, in particular communities of colour whose voice has been absent from business and other decision-making tables.

The study gave participants (largely members of the Halifax Chamber of Commerce), the opportunity to reflect on and draw attention to the changing demographics, diverse cultures, and other unique opportunities businesses can draw on to make Nova Scotia more culturally diverse and economically successful.

Research found there are no "one size fits all" solutions, but there is a diverse and unique collection of new and experienced business owners who are open and willing to learn.

This is significant research. It is the first time in the history of the business communities in this area that they were being asked to take an in-depth look at their operations, stakeholders, and vendors, and examine supplier diversity. For many of the participants, this was an entirely new concept and way of thinking. Others who reflected on the subject were willing and open to acknowledging their lack of knowledge and experience in this area.

The research also found this is a pioneering study as there is no other of its kind in North America to draw from as an example.

Six months of intensive conversations with business leaders, employees, government officials, key institutions, and stakeholder communities was underpinned with a major review of current authoritative thinking and practices relating to diversity, equity, inclusion, and accessibility (DEIA). This was coupled with two major surveys of business owners-managers and employees of those businesses to provide a vast body of information from businesses about their levels of awareness, statements of intent, and practices revolving around DEIA.

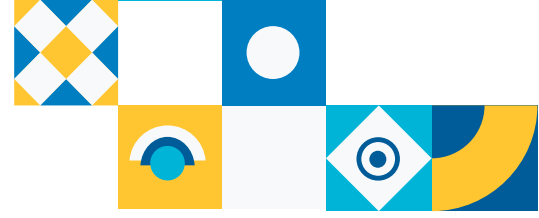
The study found businesses are committed to addressing issues of injustice spanning all aspects of the spectrum of diversity, but urgently need further guidance and practical assistance on how to put their statements of intent into the operation of their businesses. The will is there. What is missing is how to implement it in practice.

PATHWAYS FORWARD RECOMMENDATIONS

The Halifax Chamber of Commerce is uniquely placed to support and lead ever growing diverse communities in the Halifax Regional Municipality through their ongoing efforts to become a more inclusive organization and being an exemplar business leader in our community.

1. Halifax Chamber of Commerce, in concert with other authoritative and influential agencies, needs to take a leading role in constructing a shared vision amongst key institutions and stakeholder communities, including government, in respect of DEIA in businesses. It is currently absent.
2. Halifax Chamber of Commerce, in concert with other authoritative and influential agencies, needs to act as a clearing house repository of information and advice for businesses wishing to further ideas and practices relating to DEIA.
3. Halifax Chamber of Commerce, as part of this repository, should have a readily accessible list of individuals and agencies with a proven track record of success in organizational change that could practically assist businesses in putting their ideas into measurable action.
4. Halifax Chamber of Commerce, in concert with other authoritative agencies and individuals, should take a leading role in addressing how businesses can measure the success of their efforts to implement change relating to DEIA in their businesses.
5. Halifax Chamber of Commerce, in partnership with organizations in the diverse communities of Nova Scotia, should stage a major conference on why the Amplifying Voices research project was initiated, the process that was undertaken to connect with and work with businesses during the research, the findings of the research initiative, and recommended pathways forward.





6. Halifax Chamber of Commerce, in conjunction with experts in the field of DEIA, should play a leading role in facilitating the planning and execution of a series of seminars and workshops for businesses in respect to awareness about diversity and how to go about putting that awareness into measurable action.

7. Halifax Chamber of Commerce, in concert with other authoritative agencies and individuals, should organize specific business seminars on the spectrum of diversity-differences, and the societal value placed upon such differences. Such seminars should include discussions about the connections between differences and where there is variance. Also included should be geographically instances of a hierarchy amongst differences where one aspect of diversity is deemed more important than another, leading to differing levels of investment in addressing them.

8. Halifax Chamber of Commerce should host regular meetings with business owners-managers from diverse communities to learn about each other, share knowledge about business operations, create new opportunities for business, and facilitate working collaboratively.

9. Halifax Chamber of Commerce, in concert with authoritative agencies and individuals in the field, should take a leading role in discussions with the three levels of government, municipal, provincial, and federal, on how to address a major theme emerging from the Amplifying Voices research, i.e. hiring, retention and “fit” in the workplace. New ideas are needed and ways of seeing how posts can be reconfigured and prospective hires prepared to undertake such roles successfully.

10. Halifax Chamber of Commerce should take a leading role, with other authoritative agencies and individuals, in tackling another major theme emerging from the Amplifying Voices research, i.e. misconceptions based on a lack of clear direction from the three levels of government, relating to contract compliance. Unrealistic and ill-thought out targets for hiring from identified diverse groups need to be revised to avoid “ticking boxes” masquerading as an indicator of success.

11. Halifax Chamber of Commerce should take a leading role, with other authoritative agencies and individuals, in addressing a further theme emerging from the Amplifying Voices research, i.e. unique possibilities arising in Nova Scotia. These include exploring untapped talent and connecting those “who are ready and willing to work... with the right opportunity”.

12. Halifax Chamber of Commerce, with other authoritative agencies and Individuals, should take a leading role in providing access to the Toolkit for businesses, prepared in the Amplifying Voices research. The toolkit needs to be kept updated, relevant, tuned into emerging needs of businesses, and practically useful.

The research supports the notion that the journey to diversity, equity, inclusion, and accessibility is not easy. It is fraught with many challenges and it takes courage, dedication, commitment, and being open to new learning to walk the right path.

It also means mistakes will be made along the way, but when we engage in inclusive and courageous conversations by being willing to listen and see the other person’s perspectives, we all become better positioned to be accepting of difference and valuing each other’s contributions to change.



APPENDICES



APPENDIX A: CONTRIBUTORS



DAVID DIVINE

Professor David Divine, founder and managing director of Footprint Life Coaching, coordinated the input of all the research team members of Amplifying Voices to produce the final report. It was a huge privilege to hold the position and work with such estimable team members and to model working inclusively.

www.footprintlifecoaching.com

ANN DIVINE

Ann Divine is CEO and founder of Ashanti Leadership and Development Services Inc. Her education includes a master's in human resource management and leadership development from London, U.K. and Canada. She has a proven track record of success in business. Her focus is creating cultural and organizational change and supporting businesses. www.ashantileadership.com



IFEANYI EMESIH

Ifeanyi Emesih is a serial entrepreneur, community leader, marketing expert, visionary, and innovator. He is founder and chair of My East Coast Experience Media Group. He created the Most Inspiring Immigrants initiative and launched My Halifax Experience magazine. He started a bursary program for international students, the Mosaic Festivals of Arts and Culture, the Récit Creative Agency, and the Creative Hub coworking office space.

EMMA MENCHEFSKI

Emma Menchefska is the Communications Manager at the Halifax Chamber of Commerce. She acted as liaison and representative of the Chamber during the Amplified Voices project. She helped organize focus groups, promoted the work on the Chamber's communications channels, worked with the media to garner attention, and contributed feedback on behalf of the Chamber and anything else needed.



CONTRIBUTORS



KEN PARTRIDGE

Ken Partridge is Managing Editor and Head of Content for My East Coast Experience Media. For the past 35 years he has worked for a variety of media and has served as vice-chair of the Canadian Association of Journalists to give back to the profession. His role in helping start My Halifax Experience Magazine allowed him to indulge his interest in diversity, equity, inclusion, and equity.

RACHAEL COLLINS

Dr. Collins is a quantitative criminologist who specializes in violent behavior. Specifically, attempting to understand the risk factors such as social isolation, and the effects of trauma often associated with the complex behavior of mass shooters. She helped to design the questionnaire and themes for this project.



STEPHEN SCHNEIDER

Stephen Schneider is a professor of Criminology at Saint Mary's University. His contributions to the "Amplifying Voices" project entailed helping design and implement the respective surveys of business owners and employees as well as assisting in the design and supervision of interviews with African Nova-Scotian employees.

GEORGE CLEMENTS

George Clements is a JD-MBA Candidate 2024 at Dalhousie University. His role was to assist Professor Divine, the lead researcher, in undertaking individual pieces of research that strengthened the content of the Amplifying Voices Final Report. As a member of the research team, George says he learned a great deal and felt valued.



LILY NOTTAGE

Lily Nottage is the Project Implementation Specialist at My East Coast Experience. She is the designer behind the layout and visuals of the final Amplifying Voices report. She helped to make the information and survey results from the research project easy to understand and eye-catching for readers.

CONTRIBUTORS



JASSIN STATES-MCCLEAN

Jassin States-McClean is a student-athlete from Halifax. He is currently studying at Saint Mary's University, working towards his undergraduate degree in criminology and psychology.

ROSANNA PELTON

Rosanna Pelton, founder of ROSAPEL provides online office manager and executive assistant services. With 35 years of diverse employment, including university, professional development courses, and volunteer work, Rosanna started her own virtual assistant business in 2016 servicing the needs of CEOs and business professionals across North America.



MISSY SEARL

Missy Searl is a project consultant with a background in small business and adult education. As a serial entrepreneur, Missy has always been passionate about making sure she was involved in spaces not generally open to people that looked like her.

CHRIS SEARL

Chris Searl produces the podcast "My Name is Searl." He has worked with Rogers Communications. A journalism student for a year at Kings College, Chris is a lifetime learner, researching and educating himself, which feeds into his passion of broadcasting.



MARGARET TOWNSEND

Margaret Townsend is an independent consultant in workplace equity and diversity issues and was involved in the development of the employee and employer surveys for this project. She holds multiple degrees, including a M.Ed. (Counselling) from Acadia University and served as the Equity Officer at Acadia.

APPENDIX B: EMPLOYER SURVEY QUESTIONS

Introduction

AMPLIFYING VOICES: A SURVEY ON EQUITY, DIVERSITY, INCLUSION, AND ACCESSIBILITY IN THE WORKPLACE

Introduction

As a business owner or manager in Halifax, you are being invited to take part in a questionnaire survey being conducted on behalf of the Halifax Chamber of Commerce. The purpose of this survey is to gather responses from businesses in the greater Halifax area regarding the extent to which they accommodate equity, diversity, inclusion and accessibility (DEIA) in the workplace. Particular emphasis is placed on documenting how the experiences of people of colour are addressed in the workplace environment of Halifax businesses. This questionnaire is meant to create a non-judgmental, safe environment in which businesses and Chamber members feel comfortable sharing their workplace DEIA policies, practices, and experiences. This survey is conducted anonymously; we do not ask for your name or that of your business and the information you provide is kept strictly confidential, so we encourage you to be frank and honest and to answer all of the questions to the best of your ability. Following this introduction, survey respondents will be asked to provide their consent to complete the questionnaire. The next section includes definitions of the key issues addressed in this survey (equity, diversity, inclusion, etc.). Survey respondents will then be asked to answer a number of questions that are broken down thematically. The survey should take between 20 and 25 minutes to complete.

Thank you very much for your participation in the survey!

Consent Form

Before completing the questionnaire, please read the following important information about your participation in the survey.

PROJECT COORDINATORS: Prof. David Divine (Footprint Life Coaching), Ann Divine (Ashanti Leadership), Ifeanyi Emesih (My East Coast Experience). Phone: 902-430-3591
Email address: david@footprintlifecoaching.com

WHO IS BEING INVITED TO PARTICIPATE?

We would like to hear primarily, but not exclusively, from businesses registered with Halifax Chamber of Commerce.

WHAT WILL I BE INVITED TO DO?

Participants are asked to complete a questionnaire.

WHAT ARE THE POTENTIAL BENEFITS OF THIS RESEARCH?

Information gathered from this survey will provide a basis to identify and measure the awareness, understanding, and willingness of businesses in Halifax to accommodate equity, diversity, inclusion, and accessibility in the workplace. The findings and analysis of this research will then be communicated to the Chamber of Commerce and their members to potentially help them in developing or modifying policies and practices with regards to recruiting, retaining, and managing diverse workforces.

WHAT ARE THE POTENTIAL RISKS FOR PARTICIPANTS?

Some survey participants may feel uncomfortable discussing the internal policies and practices of their company. Survey participants may also feel some discomfort regarding questions related to race and ethnicity or if they feel that their business is not meeting the best practices of DEIA as described in some of the survey questions. As mentioned in the introduction, this survey is meant to be a non-judgmental, anonymous forum for respondents to share their workplace DEIA policies, practices, and experiences. If you feel any discomfort or distress at any point you can skip specific questions or withdraw from this study entirely. You can contact the project coordinators at any point through the phone numbers or email addresses listed below. Participants who feel any distress during this survey may also call the Halifax Regional Municipality's mental health hotline at 902-429-8167 or toll-free at 1-888-429-8167.

HOW CAN I WITHDRAW FROM THIS STUDY?

Your participation in this research is completely voluntary. You have the right to end your participation at any time for any reason. If you choose not to complete this questionnaire, for example, you can simply close the browser window (none of your responses will be saved after you close the browser window).

HOW WILL MY IDENTITY AND RESPONSES BE PROTECTED?

Your participation in this study is strictly confidential and anonymous (at no point does the questionnaire ask for your name or that of your business). When completing this online questionnaire your IP address will not be recorded. The survey questionnaire platform used to collect responses is Qualtrics (for more information, see [Qualtrics.com](https://www.qualtrics.com)). Data collected via Qualtrics are encrypted and all surveys are password protected. Data will be stored on password-protected computers. Only the project coordinators listed above and a small group of researchers will have access to the survey responses and resulting data. The anonymous data will be kept for future reference and may be used in publications, reports, and presentations. Your consent to participate in this study acknowledges the publication of the findings of this survey. All data gathered from the survey will be destroyed five years after being collected.

HOW CAN I GET MORE INFORMATION?

If you have any questions about this study, or experience any adverse effects from taking part, please contact the project coordinator, Professor David Divine via email (david@footprintlifecoaching.com). If you are interested in the study's results, you can email any of the above project coordinators following February 15, 2022. The project coordinators and others on the research team will be available to answer any questions and discuss the research during the course of the study.

ACKNOWLEDGEMENT OF CONSENT TO PARTICIPATE IN THIS STUDY:

I understand that my participation is voluntary and that I can end my participation at any time without penalty.

I agree that material I provide up to that point, MAY or MAY NOT be retained.

I understand what this study is about and I appreciate the risks and benefits.

I understand that my anonymity will be preserved at all times.

- I acknowledge all of the above and agree to participate in the survey
- I do not want to participate in the survey

Definition of Key Terms

You are encouraged to copy and paste these terms into another document to refer to as you complete the questionnaire.

Equity: Taking the range of human attributes and qualities into account and providing each individual with what they need to be successful.

Equity Groups: Groups of people who have traditionally been discriminated against due to barriers to equal access, opportunities and resources in society generally and the workplace specifically.

Equality: Providing each individual with the same or similar opportunities and ensuring fairness in processes and outcomes so that each individual has an equal opportunity to make the most of their abilities.

Diversity: The range of human differences, including ethnicity, diverse talents, perspectives, backgrounds, worldviews, ways of knowing, skills, and abilities.

Manācihitowin: A Cree/Michif phrase that translates to 'let us respect each other'.

Inclusion: Ongoing practice of embracing equity, diversity, and manācihitowin and taking action to create a supportive and welcoming environment.

Accessibility: Refers to the design of products, devices, services or environments which create communities that enable persons with disabilities to participate fully in society without barriers.

Belonging: When each individual is supported, respected, and valued for their identity and unique traits that make them different from each other. Belonging is feeling part of a collective that is co-created by diverse individuals in the workplace and community.

Provincial Human Rights legislation Provincial human rights laws protect people from discrimination in areas of provincial jurisdiction, such as housing, schools, restaurants, stores, and most workplaces. Information on the Nova Scotia Human Rights Act can be found at: <https://humanrights.novascotia.ca/know-your-rights/individuals>

Background Information on your Company

Based on the North American Industry Classification System Canada, what sector does your company operate in? (Choose as many answers as are applicable to your business.)

- Agriculture, forestry, fishing and hunting
- Mining, quarrying, and oil and gas extraction
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Transportation and warehousing
- Information and Communications Technology
- Cultural industries
- Media relations
- Finance and insurance
- Real estate and rental and leasing
- Professional, scientific and technical service
- Management of companies and enterprises
- Administrative and support, waste management and remediation services
- Educational Services
- Health care and social assistance
- Arts, entertainment and recreation
- Hospitality, accommodation and food services
- Other (please specify)

How many years has this company been operating?

- State amount of years
- I don't know

Which of the following best characterizes your organization?

- Privately-owned business
- Publicly-owned business
- Non-profit organization
- Social Enterprise
- Other (please specify)

Does this company have a Board of Directors?

- Yes
- No
- Don't know

How many employees does this company have?

- Less than 5
- 5 -10
- 11 to 50
- 51 to 100
- More than 100 (please state number of employees, if known)
-
- Prefer not to say
- Don't know

What was the annual income (before taxes) of your company in 2020?

- Less than \$20,000
- \$20,000 to \$34,999
- \$35,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$499,000
- \$500,000 and above
- Prefer not to say
- Don't know

To what extent does your company cater its products and services specifically to underserved, marginalized, and/or communities of colour in Atlantic Canada (e.g., Indigenous peoples, people of African heritage, other minority ethno-cultural communities, the disabled, etc.)?

- Yes - If yes, please list one or more of the marginalized communities you cater to and what products or services are marketed to these communities?

- No
- Don't know

How would you describe the type of population centre your company operates in and serves?

- This company is predominantly urban (it operates primarily in urban environments)
- This company is predominantly rural (it operates primarily in rural environments)
- This company is a mixture of both urban and rural (it operates in and serves both urban and rural communities)
- Don't know

Is your company a member of the Halifax Chamber of Commerce?

- Yes
- No
- I don't know

Personal Characteristics of Owners and Operators

This section is for privately-owned companies only. If your company is publicly-owned or you operate a non-profit organization or social enterprise please go to the next section.

What is the gender of the company owners (check all that apply for multiple owners)?

- Male
- Female
- Transgender
- Gender Variant/Non-Conforming
- Other please describe
- Prefer not to say

How would you characterize your race or ethnicity?

Race / Ethnicity

- White
- Other

What is your level of education?

- Less than a high school diploma
- High school degree or equivalent (e.g. GED)
- Some college, no degree
- Bachelor's degree (e.g. BA, BS)
- Master's degree (e.g. MA, MS, MEd)
- Professional degree (e.g. MD, DDS, DVM)
- Doctorate (e.g. PhD, EdD)
- Other (please specify)
- Prefer not to say

DEIA within Company Ownership, Management, and Staff

Strongly agree Agree Disagree Strongly Disagree Don't know

In general, our workplace reflects best practices in diversity (defined as: the range of human differences, including ethnicity, diverse talents, perspectives, backgrounds, worldviews, ways of knowing, skills, and abilities).

In general, our workplace reflects best practices in equity (defined as: taking the range of human attributes and qualities into account and providing each individual with what they need to be successful).

In general, our workplace reflects best practices in inclusion (defined as: the ongoing practice of embracing equity, diversity, and taking action to create a supportive and welcoming environment).

Strongly agree Agree Disagree Strongly Disagree Don't know

In general, our workplace reflects best practices in accessibility (defined as: the design of products, devices, services or environments which create communities which enables persons with disabilities to participate fully in society without barriers).

The managers and supervisors we employ include those from equity groups (defined as: groups of people who have traditionally been discriminated against due to barriers to equal access, opportunities and resources in society generally and the workplace specifically).

The staff we employ include those from equity groups

Vision, Strategy, and Workplace Impact

To what extent does your company have an overarching DEIA (Equity, Diversity, Inclusion, Accessibility) vision to promote equity, diversity inclusion and accessibility, prevent discrimination, and accommodate diverse cultural practices?

- Our company has a written mission statement that articulates our vision with respect to DEIA
- Our company has an unwritten and informal vision of DEIA
- Our company has not developed a mission statement, vision or strategy with regards to DEIA
- Our company uses the Nova Scotia Human Rights Act as the basis for our DEIA vision
- Don't know

To what extent does your company have policies and procedures to promote DEIA (Equity, Diversity, Inclusion and Accessibility), prevent discrimination and accommodate different cultural practices?

- Our company has written DEIA policies and procedures
- Our company has DEIA policies and procedures, but they are unwritten
- Our company does not have any DEIA policies and procedures (written or unwritten)
- Our company uses the Nova Scotia Human Rights Act as the basis for our DEIA policies and procedures
- I don't know

To what extent does your company have written and measurable goals regarding equity, diversity, inclusion and accessibility, prevent discrimination and accommodate different cultural practices?

- Our company has written and measurable goals in regard to DEIA in the workplace
- Our company has goals in regard to DEIA in the workplace, but they are not measurable or written
- Our company does not have written or measurable goals in regard to DEIA in the workplace
- Our company uses the Nova Scotia Human Rights Act as the basis for our DEIA goals
- Don't know / Not applicable

To what extent does your company review and modify (if necessary) your DEIA (Equity, Diversity, Inclusion, Accessibility) goals, policies, and procedures?

- Our company conducts an annual review of the DEIA policies and takes corrective action if necessary
- Our company does monitor whether it achieves its DEIA goals, policies and procedures but it is informal and only done occasionally
- Our company does not monitor whether it achieves its DEIA goals, policies and procedures
- Don't know/Not applicable

Leadership, Accountability and Capability

To what extent is the ownership and management of your company a role model for DEIA (Equity, Diversity, Inclusion, Accessibility) principles and best practices in the workplace?

- Our owners and management team are a strong role model for DEIA principles and best practices
- Our owners and management team are somewhat of a role model for of DEIA principles and best practices
- Our owners and management team are not a very good role model DEIA principles and best practices
- Don't know

In our company, management is involved in implementing DEIA (Equity, Diversity, Inclusion, Accessibility) policies and procedures.

- Strongly agree
- Agree
- Disagree
- Strongly Disagree
- Don't know

In our company, management views accomplishing DEIA goals as an important part of their responsibilities.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I don't know

Employee Recruitment

To what extent does your company recruit staff from diverse communities and equity groups?

- High priority
- Somewhat of a priority
- Low priority
- Don't know / Not applicable

Please elaborate on your answer, if you wish.

Do you find it difficult to match your job skill requirements to diverse communities and equity groups?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I don't know

Please elaborate on your answer, if you wish.

To what extent does your company conduct a review of the recruitment process to ensure it is equitable, fair and reaches out to diverse communities?

- Our company conducts a yearly review of the recruitment process
- Our company conducts a review of the recruitment process every 2 or 3 years
- Our company has not conducted a review of the recruitment process
- Don't know / Not applicable

DEIA Training and Education

To what extent does your company provide training and education in equity, diversity, inclusion and accessibility?

- Our company places a high priority on delivering training to our staff on DEIA issues
- Our company provides some training to our staff on DEIA and/or our DEIA policies and procedures, although it is not a high priority relative to other training needs
- Our company does not provide training and education to staff on DEIA issues
- Don't know / Not applicable

Employee Advancement and Retention

In our company, an effort is made to maintain a workforce that is diverse across different staffing levels (including management) and work functions.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know / Not applicable

Employees from underrepresented equity groups (for example, Indigenous peoples, people of colour, persons with disabilities, women) are provided with coaching, mentoring, and sponsorship opportunities to advance within the organization.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I don't know/ Not applicable

Job Design, Classification and Compensation

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know / Not applicable
In our company, job requirements and classifications are systematically reviewed for potential bias and adverse impact (job descriptions and requirements are understandable and do not include factors unrelated to the job itself).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In our company, wages and other compensation are the same for employees from equity groups and non-equity groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As much as possible, our company accommodates the needs of individual employees (e.g. persons with disabilities, family needs, religious or cultural traits) with the company's needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Work-Life Integration, Flexibility and Benefits

In our company benefits and services (such as parental leave, extended family consideration, emergency care, and paid leave) that are specific to the diverse needs of individual employees are provided based on ongoing assessments of employee needs.

- Strongly agree
- Agree
- Disagree
- Strongly Disagree
- Don't know / Not applicable

Communications

In our company we try as much as possible to communicate with our staff, clients, and suppliers using language that is unbiased and inclusive.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know / Not applicable

Culture of Openness and Inclusivity in the Workplace

Our company fosters a workplace culture where people treat each other with respect, and where every voice is welcome, heard, and respected.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know / Not applicable

Belonging – Inclusive Workplace Model

Our company works to foster belonging in the workplace by supporting many kinds of cultures, races, ethnicities, religions, gender roles, and physical abilities.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know/ Not applicable

Please elaborate on your answer, if you wish.

Services and Product Development

Our company has DEIA (Equity, Diversity, Inclusion, Accessibility) embedded in services and product development to serve diverse customers and clients.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know / Not applicable

Please elaborate on your answer, if you wish.

//

Marketing and Customer Service

Our company integrates DEIA (equity, Diversity, Inclusion, Accessibility) principles and best practices into our advertising, marketing, and customer service to meet the needs of diverse groups and avoid bias or offend different equity groups.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know / Not applicable

Responsible Sourcing

Our company tries as much as possible to practice responsible and ethical sourcing of goods; that is, to purchase goods and services from organizations committed to high standards in DEIA (Equity, Diversity, Inclusion, Accessibility), sustainability, ethical behaviour, and fair trade.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know / Not applicable

Please elaborate on your answer, if you wish.

Our company tries as much as possible to purchase from suppliers owned or operated by equity groups.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I Don't know / Not applicable

APPENDIX C: EMPLOYEE SURVEY QUESTIONS

Info & Consent form

Questionnaire Survey on Equity, Diversity, Inclusion, and Accessibility in Halifax Businesses

Hello and welcome!

As an employee of a business in the greater Halifax area, you are being invited to take part in a questionnaire survey being conducted on behalf of the Halifax Chamber of Commerce.

The purpose of this survey is to gather responses from business owners, managers, and employees regarding the extent to which businesses accommodate equity, diversity, inclusion, and accessibility (DEIA) in the workplace. Particular emphasis is placed on documenting how the experiences of people of colour are addressed in the workplace environment of the greater Halifax business area.

This questionnaire is meant to create a non-judgmental, safe environment in which employees feel comfortable sharing their experiences with regards to DEIA policies and practices of the company in which they work. This survey is conducted anonymously; we do not ask for your name or that of the company that employs you. The information you provide is kept strictly confidential, so we encourage you to be frank and honest and to answer all of the questions to the best of your ability.

Following this introduction, survey respondents will be asked to provide their consent to complete the questionnaire. The next section includes definitions of the key issues addressed in this survey. Survey respondents will then be asked to answer questions that are broken down thematically.

The survey should take between 15 and 20 minutes to complete. Thank you very much for your participation in the survey!

CONSENT FORM

Before completing the questionnaire, please read the following important information about your participation in the survey.

PROJECT COORDINATORS: Prof. David Divine (Footprint Life Coaching), Ann Divine (Ashanti Leadership), Ifeanyi Emesih (My East Coast Experience). Phone: 902-430-3591
Email address: david@footprintlifecoaching.com

WHO IS BEING INVITED TO PARTICIPATE IN THIS SURVEY?

We would like to hear from the employees of businesses in the greater Halifax area. This includes, but is not limited to, businesses that are members of the Halifax Chamber of Commerce. We would particularly like to hear from employees who self-identify as a member of an "equity group," which are people who have traditionally been discriminated against due to barriers to equal access, opportunities and resources. This includes people who come from communities of colour, women, Indigenous peoples, those from the LGBTQS2+ community, seniors, and those with disabilities.

WHAT AM I BEING ASKED TO DO?

Participants will be asked to complete a questionnaire. You will be asked for your perceptions, awareness, experiences, and understanding of (i) equity, diversity, inclusion, and accessibility (DEIA) in your workplace and (ii) how employers accommodate DEIA in the workplace and manage diverse workforces.

WHAT ARE THE POTENTIAL BENEFITS OF THIS RESEARCH?

The findings and analysis of this research will be provided to the Chamber of Commerce, and their members, as well as other business associations, and their members, to potentially help them in developing or modifying policies and practices with regards to recruiting, retaining, and managing diverse workforces.

WHAT ARE THE POTENTIAL RISKS FOR PARTICIPANTS?

Some survey participants may feel uncomfortable discussing their personal experiences in the workplace or the internal policies and practices of their company. Survey participants may also feel some discomfort regarding questions related to race, ethnicity, sexual orientation, gender identity, or disabilities. As mentioned in the introduction, this survey is meant to be a non-judgmental, anonymous forum for respondents to share their personal experiences as well as their understanding . If you feel any discomfort or distress at any point you can skip specific questions or withdraw from this study entirely. You can contact the project coordinators at any point through the phone numbers or email addresses listed below. Participants who feel any distress during this survey may also call the Halifax Regional Municipality's mental health hotline at 902-429-8167 or toll-free at 1-888-429-8167.

WHAT ARE THE POTENTIAL BENEFITS OF THIS RESEARCH?

The findings and analysis of this research will be provided to the Chamber of Commerce, and their members, as well as other business associations, and their members, to potentially help them in developing or modifying policies and practices with regards to recruiting, retaining, and managing diverse workforces.

WHAT ARE THE POTENTIAL RISKS FOR PARTICIPANTS?

Some survey participants may feel uncomfortable discussing their personal experiences in the workplace or the internal policies and practices of their company. Survey participants may also feel some discomfort regarding questions related to race, ethnicity, sexual orientation, gender identity, or disabilities. As mentioned in the introduction, this survey is meant to be a non-judgmental, anonymous forum for respondents to share their personal experiences as well as their understanding . If you feel any discomfort or distress at any point you can skip specific questions or withdraw from this study entirely. You can contact the project coordinators at any point through the phone numbers or email addresses listed below. Participants who feel any distress during this survey may also call the Halifax Regional Municipality's mental health hotline at 902-429-8167 or toll-free at 1-888-429-8167.

HOW CAN I WITHDRAW FROM THIS STUDY?

Your participation in this research is completely voluntary. You have the right to end your participation at any time for any reason. If you choose not to complete this questionnaire, you can close the browser window (none of your responses will be saved after you close the browser window).

HOW WILL MY IDENTITY AND RESPONSES BE PROTECTED?

Your participation in this study is strictly confidential and anonymous (at no point does the questionnaire ask for your name or that of your business). When completing this online questionnaire your IP address will not be recorded. The survey questionnaire platform used to collect responses is Qualtrics (for more information, see [Qualtrics.com](https://www.qualtrics.com)). Data collected via Qualtrics are encrypted and all surveys are password protected. Data will be stored on password-protected computers. Only the project coordinators listed above and a small group of researchers will have access to the survey responses and resulting data. The anonymous data will be kept for future reference and may be used in publications, reports, and presentations. Your consent to participate in this study acknowledges the publication of the findings of this survey. All data gathered from the survey will be destroyed five years from being collected.

- Yes, I agree to participate
- No, I do not want to participate

Definition of Key Terms

You are encouraged to copy and paste these terms into another document to refer to as you complete the questionnaire.

Equity: Taking the range of human attributes and qualities into account and providing each individual with what they need to be successful.

Equity Groups: Groups of people who have traditionally been discriminated against due to barriers to equal access, opportunities and resources in society generally and the workplace specifically.

Equality: Providing each individual with the same or similar opportunities and ensuring fairness in processes and outcomes so that each individual has an equal opportunity to make the most of their abilities.

Diversity: The range of human differences, including ethnicity, diverse talents, perspectives, backgrounds, worldviews, ways of knowing, skills, and abilities.

Manācihitowin: A Cree/Michif phrase that translates to 'let us respect each other'.

Inclusion: Ongoing practice of embracing equity, diversity, and manācihitowin and taking action to create a supportive and welcoming environment.

Accessibility: Refers to the design of products, devices, services or environments which create communities that enable persons with disabilities to participate fully in society without barriers.

Belonging: When each individual is supported, respected, and valued for their identity and unique traits that make them different from each other. Belonging is feeling part of a collective that is co-created by diverse individuals in the workplace and community.

Provincial Human Rights legislation: Provincial human rights laws protect people from discrimination in areas of provincial jurisdiction, such as housing, schools, restaurants, stores, and most workplaces. Information on the Nova Scotia Human Rights Act can be found at: <https://humanrights.novascotia.ca/know-your-rights/individuals>

Background Information on your Employment

What sector are you currently employed in? (Choose as many answers as applicable)

- Agriculture, forestry, fishing and hunting
- Mining, quarrying, and oil and gas extraction
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Transportation and warehousing
- Information and Communications Technology
- Cultural industries
- Media relations
- Finance and insurance
- Real estate and rental and leasing
- Professional, scientific and technical service
- Management of companies and enterprises
- Administrative and support, waste management and remediation services
- Educational Services
- Health care and social assistance
- Arts, entertainment and recreation
- Hospitality, accommodation and food services
- Other (Please specify)
- Don't know

How many years have you been employed at your current job?

- State amount of years
- I don't know

Which of the following best characterizes your employer?

- Privately-owned business
- Publicly-owned business
- Non-profit organization
- Social enterprise
- Don't Know

How would you describe the type of population centre your company operates in and serves?

- This company is predominantly urban (it operates primarily in one or more cities)
- The company is predominantly rural (it operates primarily in rural environments)
- This company is a mixture of both urban and rural (it operates in and serves both urban and rural communities)
- Don't know

Your Personal Characteristics

What is your gender? (check all that apply)

- Male
- Female
- Transgender
- Gender Variant/Non-Conforming
- Other please describe
- Prefer not to say

How would you characterize your race or ethnicity

Do you consider yourself to be part of an equity group (groups of people who have traditionally been discriminated against due to barriers to equal access, opportunities and resources in society generally and the workplace specifically).

- Yes
- No
- Don't know / Prefer not to say

What is your level of education?

- Less than a high school diploma
- High school degree or equivalent (e.g. GED)
- Some college, no degree
- Bachelor's degree (e.g. BA, BS)
- Master's degree (e.g. MA, MS, MEd)
- Professional degree (e.g. MD, DDS, DVM)
- Doctorate (e.g. PhD, EdD)
- Other (please specify)
- Prefer not to say

What was your annual income in 2020?

- Less than \$20,000
- \$20,000 to \$34,999
- \$35,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$499,000
- \$500,000 and above
- Don't know / Prefer not to say

Accommodation of Equity, Diversity, Inclusion, and Accessibility by Your Employer

Strongly agree Agree Disagree Strongly Disagree Don't know

In general, I am satisfied with how my employer accommodates diversity in the workplace (diversity is defined as the range of human differences, including ethnicity, perspectives, backgrounds, worldviews, ways of knowing, skills, and abilities).

Strongly agree Agree Disagree Strongly Disagree Don't know

In general, I am satisfied with how my employer accommodates equity in the workplace (equity defined as taking the range of human attributes and qualities into account and providing each individual with what they need to be successful).

In general, I am satisfied with how my employer accommodates inclusion in the workplace (inclusion defined as embracing equity, diversity, and taking action to create a supportive and welcoming environment).

In general, I am satisfied with the extent to which my workplace is accessible (accessibility defined as: the design of products, devices, services or environments that enables persons with disabilities to participate fully in society without barriers).

Please elaborate on any of your answers, if you wish.

Management Leadership, Accountability and Capability

In your opinion, to what extent are the owners and/or managers in your organization role models for DEIA principles and best practices in the workplace?

- The owners and managers are strong role models for DEIA principles and best practices
- The owners and managers are somewhat reflective of DEIA principles and best practices
- The owners and managers are not a strong role model DEIA principles and best practices
- Don't know / prefer not to say

Please elaborate on your answer, if you wish.

Management Leadership, Accountability, and Capability

Strongly
Agree

Agree

Disagree

Strongly
Disagree

Don't Know

My managers and supervisors include those from equity groups (defined as: groups of people who have traditionally been discriminated against due to barriers to equal access, opportunities and resources in society generally and the workplace specifically).

In my workplace, my employer is involved in implementing DEIA (Equity, Diversity, Inclusion, Accessibility) policies and procedures.

In my workplace, my employer views accomplishing DEIA goals as an important part of their responsibilities.

My employer has discriminated against me due to my race, ethnicity, gender, sexual orientation, age, religion or disability.

Strongly
Agree

Agree

Disagree

Strongly
Disagree

Don't Know

My employer has accommodated my personal needs (for example, my religion, my disability, my gender identity, etc.)

Employee Recruitment

In your opinion, to what extent does your employer recruit staff from diverse communities and equity groups?

- High priority
- Somewhat of a priority
- Low priority
- Don't know / Prefer not to say

I have found it difficult at times to match my skills and knowledge to my employer's job descriptions.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know / Prefer not to say

Employee Advancement and Retention

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know / Not Applicable
My employer tries to maintain a workforce that is diverse across different staffing levels (including management) and work functions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer provides employees from equity groups with coaching, mentoring, and sponsorship opportunities to help them advance within the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer has provided me with opportunities to help me advance within my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer has not promoted me due to my race, ethnicity, gender, sexual orientation, religion, age, or disability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Job Design, Classification and Compensation

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know / Not applicable
In my workplace duties are evenly and fairly distributed among staff, regardless of one's race, ethnicity, religious beliefs or gender, sexual orientation, age, or disability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my workplace wages and other compensation are the same for employees from equity groups and non-equity groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The design and classification of my job has taken into consideration my race, ethnicity, religious beliefs or gender, sexual orientation, age, or disability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe I am not fairly paid due to my race, ethnicity, age, gender or disability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Work-Life Integration, Flexibility and Benefits

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know / Not applicable
In my workplace benefits and services (such as parental leave, extended family consideration, emergency care, and paid leave) are specific to the diverse needs of individual employees and are provided based on ongoing assessments of employee needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My employer has accommodated my personal needs (for example, race, ethnicity, religious beliefs or gender, sexual orientation, age, or disability.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Please elaborate on your above answers, if you wish.

Communication

Strongly Agree Agree Disagree Strongly Disagree Don't know

My employer tries as much as possible to communicate with staff, clients, and suppliers using language that is unbiased and inclusive.

My employer communicates with me personally using language that is unbiased and inclusive.

Culture of Openness and Inclusivity

Workplace Culture of Openness and Inclusivity

Strongly Agree Agree Disagree Strongly Disagree Don't know

My employer fosters an environment in which people treat each other with respect, and where every voice is welcome, heard, and respected.

My employer treats me with respect and welcomes my opinions

Belonging – Inclusive Workplace Model

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know
My employer fosters belonging in the workplace by supporting many kinds of cultures, races, ethnicities, religions, gender roles, age, and physical abilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer treats me in a way that I feel I belong with this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Services and Product Development

My workplace has DEIA (Diversity, Equity, Inclusion, Accessibility) embedded in services and product development to serve diverse customers and clients.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Don't know / Prefer not to say

Marketing and Customer Service

My workplace integrates DEIA (Equity, Diversity, Inclusion, Accessibility) principles and best practices into our advertising, marketing, and customer service to meet the needs of diverse groups and avoid bias or offend different equity groups.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Don't know

Responsible Sourcing

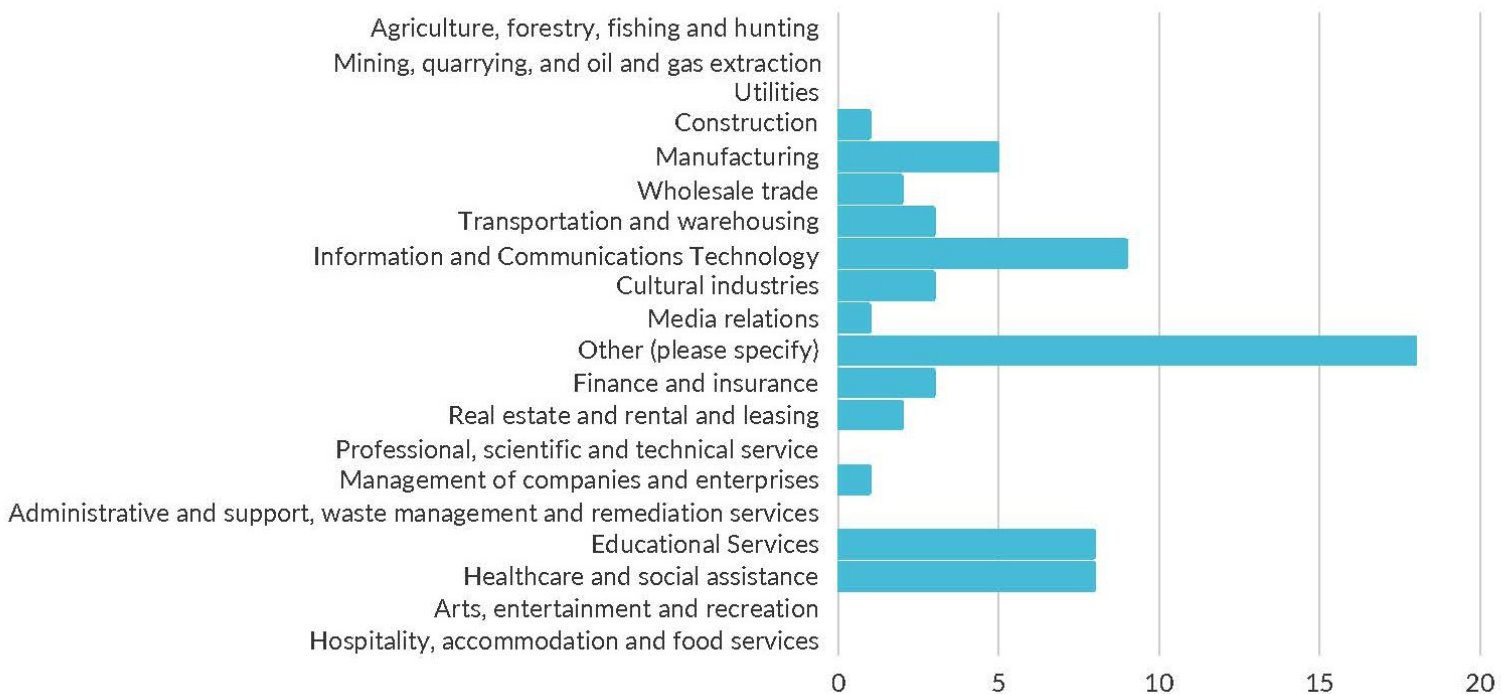
My workplace tries as much as possible to practice responsible and ethical sourcing of goods; that is, to purchase goods and services from organizations committed to high standards in DEIA (Equity, Diversity, Inclusion, Accessibility), sustainability, ethical behaviour, and fair trade.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Don't know

APPENDIX D: EMPLOYER SURVEY RESULTS

1. BACKGROUND INFORMATION ON YOUR COMPANY

Q5 - Based on the North American Industry Classification System Canada, what sector does your company operate in? (Choose as many answers as are applicable to your business.)



#	Answer	%	Count
1	Agriculture, forestry, fishing and hunting	0.00%	0
2	Mining, quarrying, and oil and gas extraction	0.00%	0
3	Utilities	0.00%	0
4	Construction	1.56%	1
5	Manufacturing	7.81%	5
7	Wholesale trade	3.13%	2
8	Transportation and warehousing	4.69%	3
9	Information and Communications Technology	14.06%	9
10	Cultural industries	4.69%	3
11	Media relations	1.56%	1
12	Other (please specify)	28.13%	18
13	Finance and insurance	4.69%	3
14	Real estate and rental and leasing	3.13%	2
15	Professional, scientific and technical service	0.00%	0
16	Management of companies and enterprises	1.56%	1
17	Administrative and support, waste management and remediation services	0.00%	0
18	Educational Services	12.50%	8
19	Health care and social assistance	12.50%	8
20	Arts, entertainment and recreation	0.00%	0
21	Hospitality, accommodation and food services	0.00%	0
	Total	100%	64

Q5_12 Other (please specify)

Security

Non-profit Harm Reduction organization

non-profit, mental health education

International Business Consultancy

retail

non-profit

Retail

Cleaning services

Not for profit

Civic and Social organizations

Marketing

Management Consultancy

non profit

Public relations / communications

Retail, both brick and mortar, and online

Marketing

Programs for children, youth and families

Q7 - Which of the following best characterizes your organization?

#	Answer	%	Count
1	Privately-owned business	66.10%	39
2	Publicly-owned business	1.69%	1
3	Non-profit organization	30.51%	18
4	Social Enterprise	0.00%	0
5	Other (please specify)	1.69%	1
	Total	100%	59

Q7 Other (please specify)

independently owned; operating within a franchise system

crown corporation

Q8 - Does this company have a Board of Directors?

#	Answer	%	Count
1	Yes	50.85%	30
2	No	49.15%	29
	Total	100%	59

Q9 - How many employees does this company have?

#	Answer	%	Count
1	Less than 5	40.38%	21
2	5 -10	0.00%	0
3	11 to 50	30.77%	16
4	51 to 100	11.54%	6
5	More than 100 (please state number of employees, if known)	15.38%	8
6	Prefer not to say	1.92%	1
7	Don't know	0.00%	0
	Total	100%	52

Q9 - More than 100 (please state number of employees, if known)

115

250

7000

102

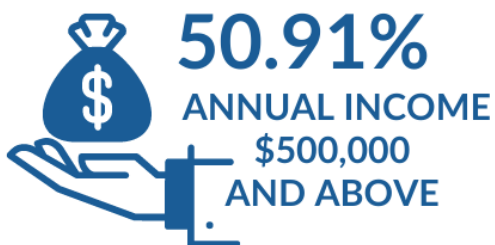
200

410

150

Q10 - What was the annual income (before taxes) of your company in 2020?

#	Answer	%	Count
1	Less than \$20,000	5.45%	3
2	\$20,000 to \$34,999	3.64%	2
3	\$35,000 to \$49,999	1.82%	1
4	\$50,000 to \$74,999	0.00%	0
5	\$75,000 to \$99,999	5.45%	3
6	\$100,000 to \$499,000	21.82%	12
7	\$500,000 and above	50.91%	28
8	Prefer not to say	10.91%	6
	Total	100%	55



Q11 - To what extent does your company cater its products and services specifically to underserved, marginalized, and/or communities of colour in Atlantic Canada (e.g., Indigenous peoples, people of African heritage, other minority ethno-cultural communities, the disabled, etc.)?

#	Answer	%	Count
1	Yes - If yes, please list one or more of the marginalized communities you cater to and what products or services are marketed to these communities?	59.18%	29
2	No	40.82%	20
	Total	100%	49

Q11 - Yes - If yes, please list one or more of the marginalized communities you c...

services primarily residential commercial and airbnb properties we cater to with cleaning services

We offer 50% floatation therapy sessions to Black and/or Indigenous folks and also offer a sliding scale pricing.

We provide education and support to people who use drugs, people experiencing homelessness and people with limited access to services, including those who are incarcerated. We also run an outreach program that employs peers with lived experience to assist us in the community. Employing peers of all backgrounds and intersects is essential for the success of our work and programs. We also employ community members who want to accompany us on workshops to share their stories and make an impact on their peers and other participants. This is our mandate, however our work goes far beyond this as we cater to the needs of our community as best as we can. All of our services (including training and outreach) is provided province wide. Our organization's employees and ED all have lived experience which allows us to create genuine connections in our community.

BIPOC, LGB, military, disabilities

international students of different backgrounds

health services to African Nova Scotian communities, Indigenous, immigrant

First Nations/African Canadian

people of African heritage

Indigenous peoples, people of African heritage, new comers to Canada

disability community

Indigenous

newcomers,

people with different disabilities (not the disabled)

Indigenous - we provide a variety or engineering services including water and wastewater treatment

LGBTQ, Asian-Canadian Immigrants

We are committed to hiring 50% of our artists from marginalized communities (POC, Indigenous, Disabled, LGBTQ2)..

Immigrants - Settlement Services

intellectual disability-family and individual supports

diverse university students - part BIPOC

not really applicable. the survey presupposes a buy-sell relationship

We support charitable organizations that serve underrepresented communities with services that help them communicate. We also offer clients with stakeholder engagement advice and strategies to engage underrepresented and marginalized communities.

If there is a community in need, we offer financial and help with construction requirements. Don't care race, colour, creed. i.e North end Dartmouth, Prestons, Food and care centres.

We provide skin care services and products to all people

indigenous peoples; people of african heritage; LGBTQ+: products include flags, pins, crests buttons

Halitube - Minimize the boarder between Chinese community and Halifax local society

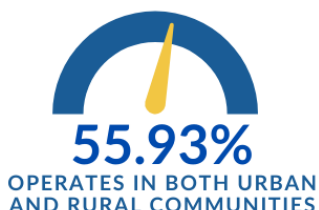
all our material is inclusion

people with disabilities

Aging, persons with disabilities, persons with mental health challenges, persons living in poverty, person who are food insecure, persons who are housing insecure... all of our products and services aim to meet the needs of our clients

Q12 - How would you describe the type of population centre your company operates in and serves?

#	Answer	%	Count
1	This company is predominantly urban (it operates primarily in urban environments)	42.37%	25
2	This company is predominantly rural (it operates primarily in rural environments)	1.69%	1
3	This company is a mixture of both urban and rural (it operates in and serves both urban and rural communities)	55.93%	33
4	Don't know	0.00%	0
	Total	100%	59



Q13 - Is your company a member of the Halifax Chamber of Commerce?

#	Answer	%	Count
1	Yes	93.10%	54
2	No	6.90%	4
	Total	100%	58

PERSONAL CHARACTERISTICS OF OWNERS AND OPERATORS

Q15 - What is the gender of the company owners (check all that apply for multiple owners)?

#	Answer	%	Count
1	Male	47.46%	28
2	Female	40.68%	24
3	Transgender	0.00%	0
4	Gender Variant/Non-Conforming	3.39%	2
5	Other please describe	5.08%	3
6	Prefer not to say	3.39%	2
	Total	100%	59

Q15- Other please describe

Male/Female

NFP - Board of Directors but no owners as such

We aren't owned, we are overseen by a board of directors

Q16 - How would you characterize your race or ethnicity?

In the employees' survey 115 respondents (89.94%) self-identified as White and only 13 respondents self-identified as anything other than White.

In the employers' survey this survey (business owners), 34 (79.07%) of respondents self-identified as White and only nine respondents self-identified as anything other than White.

Q17 - What is your level of education?

#	Answer	%	Count
1	Less than a high school diploma	0.00%	0
2	High school degree or equivalent (e.g. GED)	4.26%	2
3	Some college, no degree	17.02%	8
4	Bachelor's degree (e.g. BA, BS)	46.81%	22
5	Master's degree (e.g. MA, MS, MEd)	17.02%	8
6	Professional degree (e.g. MD, DDS, DVM)	4.26%	2
7	Doctorate (e.g. PhD, EdD)	2.13%	1
8	Other (please specify)	6.38%	3
9	Prefer not to say	2.13%	1
	Total	100%	47

2. DEIA WITHIN COMPANY OWNERSHIP, MANAGEMENT, AND STAFF

Q18 - Equity, Diversity, Inclusion, and Accessibility within Company Ownership, Management, and Staff

#	Question	Strongly agree	Agree	Disagree	Strongly Disagree	Don't know	Total
1	In general, our workplace reflects best practices in diversity (defined as: the range of human differences, including ethnicity, diverse talents, perspectives, backgrounds, worldviews, ways of knowing, skills, and abilities).	33.90% 20	44.07% 26	13.56% 8	3.39% 2	5.08% 3	59
2	In general, our workplace reflects best practices in equity (defined as: taking the range of human	35.59% 21	55.93% 33	1.69% 1	0.00% 0	6.78% 4	59

	attributes and qualities into account and providing each individual with what they need to be successful).											
3	In general, our workplace reflects best practices in inclusion (defined as: the ongoing practice of embracing equity, diversity, and taking action to create a supportive and welcoming environment).	40.68%	24	47.46%	28	6.78%	4	0.00%	0	5.08%	3	59
4	In general, our workplace reflects best practices in accessibility (defined as: the design of products, devices, services or environments which create communities which enables persons with disabilities to participate fully in society without barriers).	22.03%	13	55.93%	33	15.25%	9	3.39%	2	3.39%	2	59
5	The managers and supervisors we employ include those from equity groups (defined as: groups of people who have traditionally been discriminated against due to barriers to equal access, opportunities and resources in society generally and the workplace specifically).	18.64%	11	35.59%	21	33.90%	20	6.78%	4	5.08%	3	59
6	The staff we employ include those from equity groups	33.90%	20	47.46%	28	11.86%	7	1.69%	1	5.08%	3	59

Q19 - Please elaborate on your answers, if you wish

We are a small team but focus on inclusive hiring - specifically LGBTQ2S+members of our community - and host a variety of team members from different backgrounds.

Our office space is not accessible due to high rent costs. We are a non profit and can not afford space (including accessible space) in our community.

We currently have only 2 owner/employees however we have employed international students to assist when possible.

We are a small company . There are only 2 people . We do NOT discriminate.

We are equal opportunity, encourage self identification, current: LGBTQ and a woman

we would include a larger range of diverse employees, we just can't find them.

While we are a small organization of only five employees, we have a designated senior position for a member of the BIPOC community.

"Best practices" would include at least proportionate representation of equity groups today, so I have answered disagree as we have embarked on a recruitment strategy to improve, but are not yet at a best practice level

We do not have a high turnover of staff. We have 1 black person and 1 person with 1/4" Indigenous ethnicity.

When we publish applications for positions, qualifications are what we look for, without specifying gender, race, or any other groups. We do not have frequent staff roll over, some have been with us for 50 years, many over 25. This diminishes the need for new employees.

we're a predominantly white, male organization in the consulting engineering business. we are actively seeking more diversity among our hires, but our options among qualified individuals are limited...

We view staff as people, we do not break down into race, we select people that will work as a group.

Question 4 I put disagree as our Centre is located on the second floor of a shopping plaza and there is no elevator. However, we do programs at outreach sites that are accessible.

3B. VISION, STRATEGY, AND WORKPLACE IMPACT

Q21 - To what extent does your company have an overarching DEIA (Equity, Diversity, Inclusion, Accessibility) vision to promote equity, diversity inclusion and accessibility, prevent discrimination, and accommodate diverse cultural practices?

#	Answer	%	Count
1	Our company has a written mission statement that articulates our vision with respect to DEIA	40.00%	22
2	Our company has an unwritten and informal vision of DEIA	32.73%	18
3	Our company has not developed a mission statement, vision or strategy with regards to DEIA	14.55%	8
4	Our company uses the Nova Scotia Human Rights Act as the basis for our DEIA vision	10.91%	6
5	Don't know	1.82%	1
	Total	100%	55

Q22 - Please elaborate on your answer, if you wish

It could be written much clearer.

As owners we fully believe in the principals of DEIA and have agreed to support this whenever possible.

this is important work we are currently undertaking.

We have an Anti-Oppression Policiy, Community Guidelines and Anti-Harrassment Policy

Our corporate vision statement, Organizational Values and Strategic Goals reflect include information on our DEIA vision

In the decades in business, we hired qualified people for the most part, however, we hire good people and train as necessary,(Some on the job, along with formal offsite training) or in parts of our business that they may have an interest in trying. We never classified people for any reason.

We believe in treating everyone as a person, with no definition of being race sex or faith.

While we may not have a written statement that articulates our vision with regard to EIDA, it is inherent in our mission statement and evident in our hiring practices, as well as our approach to services

Q23 - To what extent does your company have policies and procedures to promote DEIA (Equity, Diversity, Inclusion and Accessibility), prevent discrimination and accommodate different cultural practices?

#	Answer	%	Count
1	Our company has written DEIA policies and procedures	34.55%	19
2	Our company has DEIA policies and procedures, but they are unwritten	29.09%	16
3	Our company does not have any DEIA policies and procedures (written or unwritten)	18.18%	10
4	Our company uses the Nova Scotia Human Rights Act as the basis for our DEIA policies and procedures	14.55%	8
5	I don't know	3.64%	2
	Total	100%	55

Q24 - Please elaborate on your answer, if you wish

We are in the process of developing these.

Not every company is a big corporation and has written policies like this.

We do not lower standards to accommodate anybody, although we continue to analyses and methods of doing different jobs within the company. If we don't evolve, we don't survive.

Q25 - To what extent does your company have written and measurable goals regarding equity, diversity, inclusion and accessibility, prevent discrimination and accommodate different cultural practices?

#	Answer	%	Count
1	Our company has written and measurable goals in regard to DEIA in the workplace	18.52%	10
2	Our company has goals in regard to DEIA in the workplace, but they are not measurable or written	24.07%	13
3	Our company does not have written or measurable goals in regard to DEIA in the workplace	37.04%	20
4	Our company uses the Nova Scotia Human Rights Act as the basis for our DEIA goals	12.96%	7
5	Don't know / Not applicable	7.41%	4
	Total	100%	54

Q26 - Please elaborate on your answer, if you wish

we are in the process now developing written framework and policies

Again, we are in the process of evaluating and setting.

Members of the Black Pledge

These goals are in our strategic plan.

Q27 - To what extent does your company review and modify (if necessary) your DEIA (Equity, Diversity, Inclusion, Accessibility) goals, policies, and procedures?

#	Answer	%	Count
1	Our company conducts an annual review of the DEIA policies and takes corrective action if necessary	18.87%	10
2	Our company does monitor whether it achieves its DEIA goals, policies and procedures but it is informal and only done occasionally	33.96%	18
3	Our company does not monitor whether it achieves its DEIA goals, policies and procedures	22.64%	12
4	Don't know/Not applicable	24.53%	13
	Total	100%	53

Q28 - Please elaborate on your answer, if you wish

Our company hires on ability to perform the job, regardless of anything else

It is a struggle to identify and attract diverse candidates for positions, despite our strong desire to be reflective of the community in which we operate.

We recognize we do need to formalize these policies and the evaluation

If, or when we get applicants for a position, we do not exclude any applicant on the basis of DEIA. We interview if there is, for instance, a questionable accessibility issue that has to do with safety, we will see if there is a solution, but other than that, we do not specify prejudicing one person, over another.

newly established

3. LEADERSHIP, ACCOUNTABILITY AND CAPABILITY

Q30 - To what extent is the ownership and management of your company a role model for DEIA (Equity, Diversity, Inclusion, Accessibility) principles and best practices in the workplace?

#	Answer	%	Count
1	Our owners and management team are a strong role model for DEIA principles and best practices	37.25%	19
2	Our owners and management team are somewhat of a role model for of DEIA principles and best practices	33.33%	17
3	Our owners and management team are not a very good role model DEIA principles and best practices	19.61%	10
4	Don't know	9.80%	5
	Total	100%	51

Q31 - Please elaborate on your answer, if you wish

It's only just me, but I sure hope I'm doing a good enough job.

We are a small, family owned consulting company however we have verbally agreed that we would implement DEIA principles and best practices whenever the opportunity exists to hire additional staff

DEIA has been and is an integral part of our company culture and strategic plan.

as we are just working on our policies and procedures, we will be providing training to all our members and staff on this

Not Applicable

We have a goal to increase participation at the leadership level beyond our current level

Our management team is one person - the owner. YOur folks need to realize one day there are many solopreneurs in your membership

Here again it is our inability to attract employees that hampers our goal of capitalizing on a diverse work force.

small businesses do not have the luxury of "management teams" it is most often an owner, and a small staff. I am the management team; I work with my staff, discuss how we will proceed, involve them in staffing and other decisions. Our staff consists of one biracial individual; one middle eastern individual; one individual with mental health issues; we have had others with learning disabilities. We happen to all be women. We hire the best people available and then accommodate whatever their challenges are. I have worked in healthcare and taught at a university: these would be places where one would expect the kinds of values being explored in this research to be displayed. Often the written documents are shown as "proof" of diversity and inclusion but the actual work environments are not as the documents indicate.

Q32 - In our company, management is involved in implementing DEIA (Equity, Diversity, Inclusion, Accessibility) policies and procedures.

#	Answer	%	Count
1	Strongly agree	36.00%	18
2	Agree	32.00%	16
3	Disagree	14.00%	7
4	Strongly Disagree	6.00%	3
5	Don't know	12.00%	6
	Total	100%	50



36%

**STRONGLY AGREE THEIR
COMPANY, MANAGEMENT IS
INVOLVED IN IMPLEMENTING DEIA
POLICIES AND PROCEDURES**

Q33 - Please elaborate on your answer, if you wish

Not Applicable

We don't have such policies and procedures. Only discrimination and harassment along with Human Rights

Difficult question to answer, Management does have policies with regard to discrimination, but going further than that, we don't divide people into boxes and therefore don't spend time on micro detail. If the need arises, it is discussed and dealt with.

I, as the owner of a small(micro)business, am "management". I do not have the time or appetite to spend writing policy. We action what is the right thing to do.

Q34 - In our company, management views accomplishing DEIA goals as an important part of their responsibilities.

#	Answer	%	Count
1	Strongly agree	36.96%	17
2	Agree	36.96%	17
3	Disagree	26.09%	12
4	Strongly disagree	0.00%	0
	Total	100%	46

Q35 - Please elaborate on your answer, if you wish.

this is an initiative for 2021/2022

A person, is a person, is a person, qualifications matter and isn't it showing prejudice if you send a job application out that specifies and Bald, white, overweight transgender they?

See previous comments. I hire the best person I can for the job and then work with them.

4. EMPLOYEE RECRUITMENT

Q37 - To what extent does your company recruit staff from diverse communities and equity groups?

#	Answer	%	Count
1	High priority	36.00%	18
2	Somewhat of a priority	42.00%	21
3	Low priority	8.00%	4
4	Don't know / Not applicable	14.00%	7
	Total	100%	50

Q38 - Please elaborate on your answer, if you wish.

We consider this essential and of extremely high priority

Your survey assumes that everyone is in a large business and it doesn't take into account home based, or very small, businesses.

We are also working on figuring out how to do a better job at increasing representation in these areas.

We hire the best candidate

Our first priority is finding qualified professionals that have the appropriate designation, from those applicants we then have a goal of including a wide variety of groups, however often the only applicants are Cis gender white people.

We have designated senior position for member of the BIPOC community

we have very low turnover so very few jobs come available and usually, it is the best person for the job.

We are a small company and we just need somebody qualified that can accomplish what has to be done. Over the years, we have had a diverse group of people, white, people of colour, native/now called indigenous etc.

We do not specifically seek out people from diverse communities, although we will advertise positions through various mDEIA or sources that are visible to anyone.

but a challenge work needs to be done and the base level to develop capability

we hire the right person - we do no base a decision on race, sex or religion

Q39 - Do you find it difficult to match your job skill requirements to diverse communities and equity groups?

#	Answer	%	Count
1	Strongly agree	14.29%	7
2	Agree	26.53%	13
3	Disagree	30.61%	15
4	Strongly disagree	14.29%	7
5	I don't know	14.29%	7
	Total	100%	49

Q40 - Please elaborate on your answer, if you wish.

We do run into challenges with supporting language barrier being a highly technical environment.

The answer selection doesn't make sense. I do not find it difficult.

it's not hard at all. the skills are there

This is a yes/no question. My answer would be no.

Our industry in this part of Canada is primarily white male.

we have a very diverse workforce

We have a small staff without a lot of hiring opportunities. We have had some applicants from diverse communities, however, we have not had a successful hire from an equity group over the past several years. We do have a very small percentage of our volunteer board that represents equity groups.

no, it is not as matter of matching job skills requirements, it would appear we are not an organization that is attractive to a healthy cross section of the work force.

It has been our experience that there are very few members of diverse communities and equity groups working in our field of PR.

Traditional recruitment methods have not been successful so we have reached out to community leaders from equity groups to learn how we can be more successful

It is difficult to match job skills with anybody these days. We just need more qualified people coming out of our Community Colleges, or Universities.

Women make up 100% of our organization. We would like to hire more employees with diverse ethnic backgrounds but there are few being trained in our field. Currently 25% of our work place is made up of diverse groups (ethnically etc).

Question does not lend itself to these answers, there are other examples of this in survey. This is framed as a yes no question not as an agree question

Q41 - To what extent does your company conduct a review of the recruitment process to ensure it is equitable, fair and reaches out to diverse communities?

#	Answer	%	Count
1	Our company conducts a yearly review of the recruitment process	22.00%	11
2	Our company conducts a review of the recruitment process every 2 or 3 years	16.00%	8
3	Our company has not conducted a review of the recruitment process	36.00%	18
4	Don't know / Not applicable	26.00%	13
	Total	100%	50

Q42 - Please elaborate on your answer, if you wish.

Our recruitment and DEIA committees meet regularly to insure we are aligning with our DEIA goals

to be developed

We have included some new best practices and innovative ideas and plan to develop a review within the next 6 months.

Actually, our Board reviews our progress in this regard at least 4 times a year

In order to evolve, our job positions change for the better. New equipment, remote operating and cleaner environment in which to work. Hours of work, break times, using mechanical lifting devices, or cleaning attachments are all considered.

We're a small management team who discusses EDI frequently - with every hire and most reviews. at least 4-5 times per year.

these questions apply to large firms rather than micro businesses....

EDIA TRAINING AND EDUCATION

Q44 - To what extent does your company provide training and education in equity, diversity, inclusion and accessibility?

#	Answer	%	Count
1	Our company places a high priority on delivering training to our staff on DEIA issues	22.00%	11
2	Our company provides some training to our staff on DEIA and/or our DEIA policies and procedures, although it is not a high priority relative to other training needs	30.00%	15
3	Our company does not provide training and education to staff on DEIA issues	36.00%	18
4	Don't know / Not applicable	12.00%	6
	Total	100%	50



Q45 - Please elaborate on your answer, if you wish

this will be part of our new policies - training will be included to all staff and members

We are a team of two right now, we're growing and will provide training as needed.

equity, diversity, inclusion and accessibility can be lumped together but in fact they are quite different, and each has different factors that come into play.

we are looking to do this in 2021/2022

We have conducted training and education for all employees utilizing local community leaders

It's not that we don't want to, it is just that it isn't the first thing that comes up,

We provide training when funds allow or opportunities arise.

EMPLOYEE ADVANCEMENT AND RETENTION

Q47 - In our company, an effort is made to maintain a workforce that is diverse across different staffing levels (including management) and work functions.

#	Answer	%	Count
1	Strongly agree	23.53%	12
2	Agree	47.06%	24
3	Disagree	9.80%	5
4	Strongly disagree	3.92%	2
5	Don't know / Not applicable	15.69%	8
	Total	100%	51

Q48 - Please elaborate on your answer, if you wish.

Agree, however we have started a year ago and have relatively low turnover so it is not a speedy transition.

We want the right person.

To the best of my knowledge, we hire the best person for the job regardless of race, ethnicity, gender, or any other category. Results are based on merit. No qualified applicant has or ever will be turned away. Business should be colour/gender/religion/orientation/race blind. Bottom lines supersede the superficial and anyone that will enable us to succeed is welcome.

Q49 - Employees from underrepresented equity groups (for example, Indigenous peoples, people of colour, persons with disabilities, women) are provided with coaching, mentoring, and sponsorship opportunities to advance within the organization.

#	Answer	%	Count
1	Strongly agree	21.57%	11
2	Agree	25.49%	13
3	Disagree	7.84%	4
4	Strongly disagree	3.92%	2
5	I don't know/ Not applicable	41.18%	21
	Total	100%	51

Q50 - Please elaborate on your answer, if you wish.

Our organization is primarily women

we have in place a plan that allows all employees to advance based on abilities

We do not have any current coaching, mentoring or sponsorship programs

Difficult to respond. We have policies and procedures in place to provide an employee with all the things noted in the question and it rolls out both formally and informally as needs dictate across our workforce.

This coaching is provided to all employees, not just equity groups. It is not tailored. Will consider this.

We have employed some of the groups listed, training onsite and giving them opportunities they wouldn't normally have. i.e. Driving trucks and off road vehicles on our private property enabling them to get their Class 1, or Class 3 license. Two people went on to drive buses for the City and another went on to work as a crane operator.

The only time there would be advancement is if the owner steps away, which I have done in the past. The person who was asked to handle the day to day was someone who had shown their interest in taking on more responsibility.

All staff are provided this training.

5. JOB DESIGN, CLASSIFICATION, AND COMPENSATION

Q51 - Job Design, Classification, and Compensation

#	Question	Strongly agree		Agree		Disagree		Strongly disagree		Don't know / Not applicable		Total
1	In our company, job requirements and classifications are systematically reviewed for potential bias and adverse impact (job descriptions and requirements are understandable and do not include factors unrelated to the job itself).	16.67%	8	37.50%	18	14.58%	7	4.17%	2	27.08%	13	48
2	In our company, wages and other compensation are the same for employees from equity groups and non-equity groups.	56.25%	27	25.00%	12	0.00%	0	0.00%	0	18.75%	9	48
3	As much as possible, our company accommodates the needs of individual employees (e.g. persons with disabilities, family needs, religious or cultural traits) with the company's needs.	56.25%	27	33.33%	16	0.00%	0	0.00%	0	10.42%	5	48

Q52 - Please elaborate on your answer, if you wish.

Our peers make a higher hourly wage than our full time employees.

Again, you assume all businesses are large or medium sized, and don't consider very small or home based businesses, that may be doing more business than large companies, so it was very hard to fill out this survey. We need to review our policies for bias. It was been a few since we reviewed our policies. We need to make it a priority moving forward.

6. WORK-LIFE INTEGRATION, FLEXIBILITY AND BENEFITS

Q54 - In our company benefits and services (such as parental leave, extended family consideration, emergency care, and paid leave) that are specific to the diverse needs of individual employees are provided based on ongoing assessments of employee needs.

#	Answer	%	Count
1	Strongly agree	31.91%	15
2	Agree	48.94%	23
3	Disagree	2.13%	1
4	Strongly Disagree	6.38%	3
5	Don't know / Not applicable	10.64%	5
	Total	100%	47

Q55 - Please elaborate on your answer, if you wish.

As a charity we do not have extended pay programs, however, we make any accommodations that we can to support their religious practices, support for their disabilities and promoting good mental health practices

Everyone has the same benefits.

COMMUNICATIONS

Q57 - In our company we try as much as possible to communicate with our staff, clients, and suppliers using language that is unbiased and inclusive.

#	Answer	%	Count
1	Strongly agree	48.94%	23
2	Agree	46.81%	22
3	Disagree	0.00%	0
6	Strongly disagree	0.00%	0
7	Don't know / Not applicable	4.26%	2
	Total	100%	47

Q58 - Please elaborate on your answer, if you wish

We try our best to use plain language standards

We separate ourselves from the franchisor who is abusive to everyone and anyone in their language and actions.

7. CULTURE OF OPENNESS AND INCLUSIVITY

Q60 - Our company fosters a workplace culture where people treat each other with respect, and where every voice is welcome, heard, and respected.

#	Answer	%	Count
1	Strongly agree	65.96%	31
2	Agree	29.79%	14
3	Disagree	0.00%	0
4	Strongly disagree	0.00%	0
5	Don't know / Not applicable	4.26%	2
	Total	100%	47



Q61 - Please elaborate on your answer, if you wish.

we have team agreements that we share at every staff meeting that focuses on this.

The part about every voice being welcomed, heard and respected gives me pause. To my mind, we tend to be not as receptive of our older employees, we have several over 70 and a Board Chair who tends to discount the voice of women...but that is another story, really.

within our store we do this; however, there is a significant level of disrespect and disdain directed to other stores by the franchisor

8. BELONGING – INCLUSIVE WORKPLACE MODEL

Q63 - Our company works to foster belonging in the workplace by supporting many kinds of cultures, races, ethnicities, religions, gender roles, and physical abilities

#	Answer	%	Count
1	Strongly agree	38.30%	18
2	Agree	53.19%	25
3	Disagree	0.00%	0
4	Strongly disagree	0.00%	0
5	Don't know/ Not applicable	8.51%	4
	Total	100%	47



OUR COMPANY WORKS TO FOSTER
BELONGING IN THE WORKPLACE BY
SUPPORTING CULTURES, RACES,
ETHNICITIES, RELIGIONS, GENDER
ROLES, AND PHYSICAL ABILITIES

SERVICES AND PRODUCT DEVELOPMENT

Q66 - Our company has DEIA (Equity, Diversity, Inclusion, Accessibility) embedded in services and product development to serve diverse customers and clients.

#	Answer	%	Count
1	Strongly agree	23.40%	11
2	Agree	38.30%	18
3	Disagree	12.77%	6
4	Strongly disagree	0.00%	0
5	Don't know / Not applicable	25.53%	12
	Total	100%	47

9. MARKETING AND CUSTOMER SERVICE

Q69 - Our company integrates DEIA (equity, Diversity, Inclusion, Accessibility) principles and best practices into our advertising, marketing, and customer service to meet the needs of diverse groups and avoid bias or offend different equity groups.

#	Answer	%	Count
1	Strongly agree	19.57%	9
2	Agree	45.65%	21
3	Disagree	8.70%	4
4	Strongly disagree	0.00%	0
5	Don't know / Not applicable	26.09%	12
	Total	100%	46

10. RESPONSIBLE SOURCING

Q72 - Our company tries as much as possible to practice responsible and ethical sourcing of goods; that is, to purchase goods and services from organizations committed to high standards in DEIA (Equity, Diversity, Inclusion, Accessibility), sustainability, ethical behaviour, and fair trade.

#	Answer	%	Count
1	Strongly agree	19.57%	9
2	Agree	41.30%	19
3	Disagree	8.70%	4
4	Strongly disagree	0.00%	0
5	Don't know / Not applicable	30.43%	14
	Total	100%	46

Q73 - Please elaborate on your answer, if you wish.

In our industry it is difficult to find products that meet these standards

This is almost one of those 'sort of' responses. We tend to go based on price....if an organization as a supplier has an DEIA policy, great.

Have not looked into this

Q74 - Our company tries as much as possible to purchase from suppliers owned or operated by equity groups.

#	Answer	%	Count
1	Strongly agree	15.56%	7
2	Agree	26.67%	12
3	Disagree	20.00%	9
4	Strongly disagree	4.44%	2
5	I Don't know / Not applicable	33.33%	15
	Total	100%	45

Q75 - Please elaborate on your answer, if you wish.

here again, price is often the major consideration.

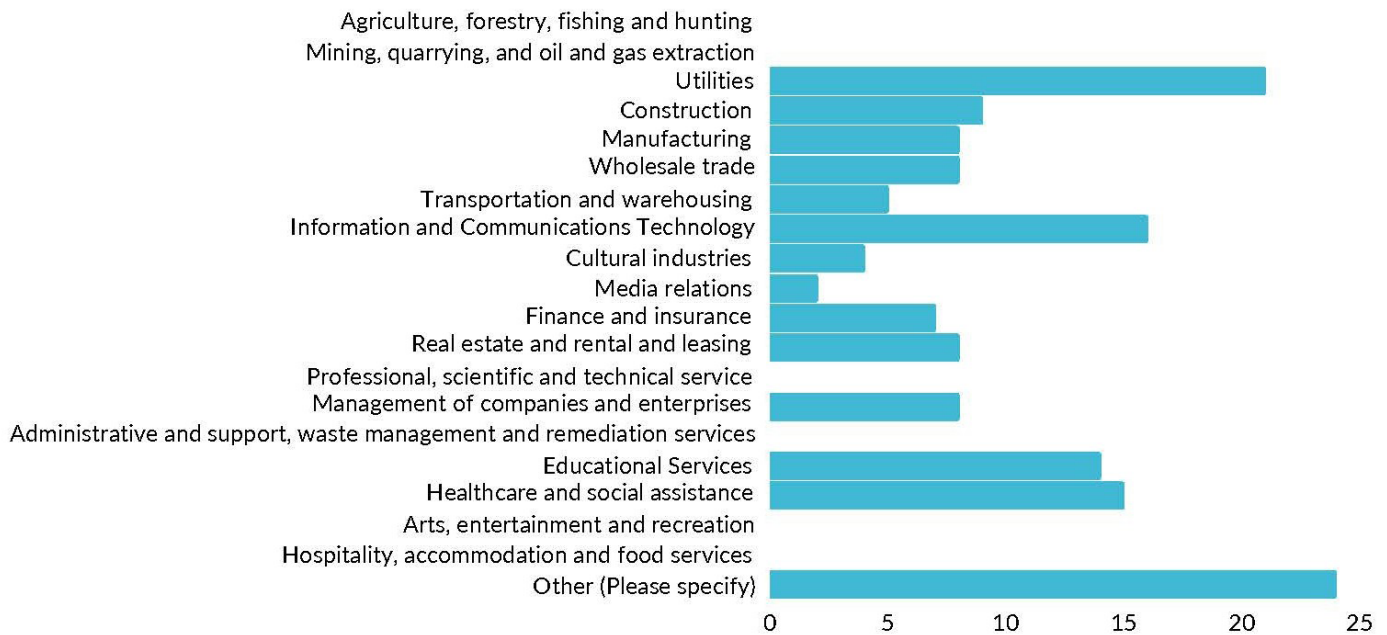
Equity groups are part of our supplier base, and purchasing decisions are merit based (price, quality, service)

we seek out quality products; if they are available from an equity group we select that supplier to work with

APPENDIX D: EMPLOYEE SURVEY RESULTS

1. BACKGROUND INFORMATION ON YOUR EMPLOYMENT

Q5 - What sector are you currently employed in? (Choose as many answers as applicable)



#	Answer	%	Count
1	Agriculture, forestry, fishing and hunting	0.00%	0
2	Mining, quarrying, and oil and gas extraction	0.00%	0
3	Utilities	17.21%	21
4	Construction	7.38%	9
5	Manufacturing	6.56%	8
6	Wholesale trade	6.56%	8
7	Transportation and warehousing	4.10%	5
8	Information and Communications Technology	13.11%	16
9	Cultural industries	3.28%	4
10	Media relations	1.64%	2
11	Finance and insurance	5.74%	7
13	Real estate and rental and leasing	6.56%	8
14	Professional, scientific and technical service	0.00%	0
15	Management of companies and enterprises	6.56%	8
16	Administrative and support, waste management and remediation services	0.00%	0
17	Educational Services	11.48%	14
18	Health care and social assistance	12.30%	15
19	Arts, entertainment and recreation	0.00%	0
20	Hospitality, accommodation and food services	0.00%	0
21	Other (Please specify)	19.67%	24
	Total	100%	122

Q7 - Which of the following best characterizes your employer?

	Answer	%	Count
1	Privately-owned business	64.96%	89
2	Publicly-owned business	10.95%	15
3	Don't Know	0.00%	0
4	Non-profit organization	24.09%	33
5	Social enterprise	0.00%	0
	Total	100%	137

Q8 - How would you describe the type of population centre your company operates in and serves?

#	Answer	%	Count
1	This company is predominantly urban (it operates primarily in one or more cities)	39.01%	55
2	The company is predominantly rural (it operates primarily in rural environments)	0.71%	1
3	This company is a mixture of both urban and rural (it operates in and serves both urban and rural communities)	60.28%	85
	Total	100%	141



YOUR PERSONAL CHARACTERISTICS

Q10 - What is your gender? (check all that apply)

#	Answer	%	Count
1	Male	33.81%	47
2	Female	62.59%	87
3	Transgender	0.72%	1
4	Gender Variant/Non-Conforming	0.72%	1
5	Other please describe	2.16%	3
6	Prefer not to say	1.44%	2
	Total	100%	139

Q11 - How would you characterize your race or ethnicity

in the employees' survey (this survey), 115 respondents (89.94%) self-identified as White and only 13 respondents self-identified as anything other than White.

In the employers' survey, 34 (79.07%) of respondents self-identified as White and only nine respondents self-identified as anything other than White.

12 - Do you consider yourself to be part of an equity group (groups of people who have traditionally been discriminated against due to barriers to equal access, opportunities and resources in society generally and the workplace specifically).

#	Answer	%	Count
1	Yes	33.81%	47
2	No	57.55%	80
3	Don't know / Prefer not to say	8.63%	12
	Total	100%	139

Q13 - What is your level of education?

#	Answer	%	Count
1	Less than a high school diploma	0.00%	0
2	High school degree or equivalent (e.g. GED)	19.61%	10
3	Some college, no degree	39.22%	20
4	Bachelor's degree (e.g. BA, BS)	0.00%	0
5	Master's degree (e.g. MA, MS, MEd)	0.00%	0
6	Professional degree (e.g. MD, DDS, DVM)	17.65%	9
7	Doctorate (e.g. PhD, EdD)	7.84%	4
8	Other (please specify)	13.73%	7
9	Prefer not to say	1.96%	1
	Total	100%	51

Q14 - What was your annual income in 2020?

#	Answer	%	Count
1	Less than \$20,000	0.71%	1
2	\$20,000 to \$34,999	2.14%	3
3	\$35,000 to \$49,999	19.29%	27
4	\$50,000 to \$74,999	25.00%	35
5	\$75,000 to \$99,999	18.57%	26
6	\$100,000 to \$499,000	28.57%	40
7	\$500,000 and above	0.71%	1
8	Don't know / Prefer not to say	5.00%	7
	Total	100%	140

2. ACCOMMODATION OF DEIA BY YOUR EMPLOYER

Q15 - Accommodation of Equity, Diversity, Inclusion, and Accessibility by Your Employer

#	Question	Strongly agree	Agree	Disagree	Strongly Disagree	Don't know					
1	In general, I am satisfied with how my employer accommodates diversity in the workplace (diversity is defined as the range of human differences, including ethnicity, perspectives, backgrounds, worldviews, ways of knowing, skills, and abilities).	27.55%	54	27.20%	65	16.28%	14	13.33%	2	0.00%	0
2	In general, I am satisfied with how my employer accommodates equity in the workplace (equity defined as taking the range of human attributes	26.02%	51	24.27%	58	25.58%	22	20.00%	3	0.00%	0

	and qualities into account and providing each individual with what they need to be successful).										
3	In general, I am satisfied with how my employer accommodates inclusion in the workplace (inclusion defined as embracing equity, diversity, and taking action to create a supportive and welcoming environment).	28.06%	55	24.69%	59	22.09%	19	20.00%	3	0.00%	0
4	In general, I am satisfied with the extent to which my workplace is accessible (accessibility defined as: the design of products, devices, services or environments that enables persons with disabilities to participate fully in society without barriers).	18.37%	36	23.85%	57	36.05%	31	46.67%	7	0.00%	0
	Total	Total	196	Total	239	Total	86	Total	15	Total	0

Q16 - Please elaborate on any of your answers, if you wish.

Please elaborate on any of your answers, if you wish.

The foundation of our organization was built on equality, inclusion and accommodations so we are a bit ahead of the curve in understanding how this translates

Hotel with no elevator and no rooms on the main floor

I am paid a lot less although responsible for a lot more than men previously in this exact position and I have a lesser title. Men in Management laugh and discuss a "Mad Men" office here. Men after business dinner have gone to a men's club to talk and smoke cigars -I was surprised I could not join but had to go home (never heard of a Halifax men's club before this). I have had to fight for women to be allowed to go to provincial employee golf tournament (although that was quite a few years ago). HR now is heavily focused on hiring people who are not white -regardless of qualifications -missing the mark IMO. Our office is not accessible for wheel chair or person with physical challenges such as arthritis, walking with cane, etc.

We are still in the "talking about" phase of our process. Now we need more action.

My boss makes a point of pointing out how inclusive she is to newcomers to our workspace. Oh look at me I have a Black, a Muslim, a senior and a Latina . Who does that?

My workplace has two floors two floors, and the only way to get from the main floor to the second is a set of rather steep stairs. There is no elevator for those who may not be able to take stairs.

It's all corporate here. They like to pretend otherwise.

Overall there is an attempt to be IE&D - but still has a long way to go.

It may be prudent to include a "neutral" option for participants in the future.

We do not touch enough on accessibility

Association rents space in a historic building that has not been updated to accommodate those with disabilities.

We're working on Diversity and Inclusion but have not had a focus on making the work environment inclusive for differently-abled persons

While there's an openness to diversity in the organization, we are almost 100% white & CIS gendered.

I can't be satisfied, because there's still work to do. That doesn't mean there hasn't been progress.

While we have a visually diverse workforce, no specific care is taken to ensure their comfort, accommodation, or success. Poor behaviour toward these individuals was not handled appropriately.

Employees with disabilities may not be able to enter one of our premises, but we use remote employment

Diversity, equity and inclusion are not topics of conversation at my workplace.

we must do better with DEIA - across the board we need to better understand how we can serve our populations - especially BIPOC Nova Scotians - and keep all populations healthy and safe.

Our Building is accessible but not at every public entrance - the one closest to our building is not.

Our company has made I & D a top priority over the past two years.

I think we could be doing more to be accessible from a mobility standpoint. We do not tend to take action unless there has been an issue. We are not prioritizing accessibility. I do not feel that women have always been treated with the same respect or given the same opportunities. Women have expected to do more of the social planning, hosting, cleaning and general caring for team and space.

Our building does not easily accommodate people with mobility limitations.

I am the boss, i control these things, they are all done well!

It has improved greatly over the last several years. It has not always been acceptable.

3. MANAGEMENT LEADERSHIP, ACCOUNTABILITY AND CAPABILITY

Q18 - In your opinion, to what extent are the owners and/or managers in your organization role models for DEIA principles and best practices in the workplace?

#	Answer	%	Count
1	The owners and managers are strong role models for DEIA principles and best practices	46.21%	61
2	The owners and managers are somewhat reflective of DEIA principles and best practices	40.15%	53
3	The owners and managers are not a strong role model DEIA principles and best practices	6.82%	9
4	Don't know / prefer not to say	6.82%	9
	Total	100%	132

Q19 - Please elaborate on your answer, if you wish.

Most, not all

There is still limited accountability, reporting and resources.

they may or may not be but they don't pass thee tools onto the frontline supervisors at the blue collar level, there is no accountability and we exist in 2 separate worlds

She doesn't understand it, only reads books and thinks that will solve everything.

My workplace sees large amount of traffic of contractors and tradespeople each day, and there are times where conversations can cross certain lines. The managers often don't do anything to confront this.

some are, a lot aren't

Executive team is strongly committed to creating a welcoming and safe work environment for all employees across the company

The owners as individuals are supportive of DEIA principles, but the demonstrated traits indicate the principles are not important to them. The staff would have a difficult time knowing where the owners fell on issues of diversity and inclusion. Particularly surprising as one of the owners is black.

Many leaders are reflective and are champions. some areas of the business - the operations group- are less so.

They need more training and government led policy.

We have a diverse group with many different races and people of colour, but have not been able to find Black staff or board members.

If a problem arises in the workplace, there is nothing in place to make it better or to help people who are struggling. Communication is poor at best.

This is ageist, but every person over the age of 40 in my org struggles with transphobia and racist notions

They're straight white people who mean well, and do a good job even if they are a little self congratulatory when they think they're doing something progressive.

We have many non-white employees, and the women have nearly as much say as the men (they're not managers)

conversations and actions are beginning

The owners still consider gathering the entire staff at a Brewery after work as an acceptable "team building" exercise. Regardless of how many staff members are celiac, not alcohol drinkers or simply prefer to not drink even one beer before driving home.

Q20 - Management Leadership, Accountability, and Capability

#	Question	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know	
1	My managers and supervisors include those from equity groups (defined as: groups of people who have traditionally been discriminated against due to barriers to equal access, opportunities and resources in society generally and the workplace specifically).	19.02%	35	22.52%	50	31.71%	26	13.27%	15	9.62%	5
2	In my workplace, my employer is involved in implementing DEIA (Equity, Diversity, Inclusion, Accessibility) policies and procedures.	25.00%	46	27.48%	61	14.63%	12	4.42%	5	13.46%	7
3	In my workplace, my employer views accomplishing DEIA goals as an important part of their responsibilities.	27.17%	50	21.62%	48	20.73%	17	6.19%	7	17.31%	9
4	My employer has discriminated against me due to my race, ethnicity, gender, sexual orientation, age, religion or disability.	3.80%	7	5.86%	13	24.39%	20	72.57%	82	15.38%	8

5	My employer has accommodated my personal needs (for example, my religion, my disability, my gender identity, etc.)	25.00%	46	22.52%	50	8.54%	7	3.54%	4	44.23%	23
	Total	Total	184	Total	222	Total	82	Total	113	Total	52

Q21 - Please elaborate on any of your answers if you wish

The issue of accommodation for personal needs has never arisen for me in my workplace but I am confident that all efforts would be made to support/accommodate me if such a case arose for me and my workplace.

My employer is only starting to look at DEIA

corporately they are trying to implement a diversity plan but are only doing this at a white collar level where the trades are still left 30 years behind. They are missing an entire group that would be able to contribute to this cause especially from the underrepresented groups in the trades who are the ones to suffer

My manager brings people in to make it look like she is inclusive and equitable but she really isn't.

in the past I was discriminated against. Tasked with doing "woman roles" (ordering lunches, organizing meetings) and then told I did nothing important to be added to an awards list as it was just "administrative". I left that role and that boss for better ones.

Although my employer is making efforts at the senior leadership level, these efforts have yet to bear fruit at the field level

For the last question, i have not required accomodation in the sense of the examples.. i have had accomodation for being a parent... your q aw written implies i am in an identified group

you last question on this page should have a N/A option

newly discriminated group has evolved: the non-vaccinated

There should be a not applicable on some of these. My employer has had no need to accommodate my personal needs, so I can't agree or disagree with that statement.

The final question is answered by a white woman. The answer might be different for someone BIPOC

the last question should have the option for n/a as I do need an accommodation so how could I answer the question....thus I answered don't know

Last question above is not applicable to me.

With me it would be age discrimination

I have no requirements to have personal needs accommodated.

My work place completely ignores my celiac disease as a disability. All workplace meals and snacks are non inclusive and no off site work events accommodate my disease.

4. EMPLOYEE RECRUITMENT

Q23 - In your opinion, to what extent does your employer recruit staff from diverse communities and equity groups?

#	Answer	%	Count
1	High priority	34.48%	40
2	Somewhat of a priority	44.83%	52
3	Low priority	20.69%	24
4	Don't know / Prefer not to say	0.00%	0
	Total	100%	116

Q24 - Please elaborate on your answer, if you wish.

The organization demonstrates leadership by example with 100% representation of persons with a disability

Technical skill is the priority, but D&I is a big consideration

Current high priority for anyone who isn't white. This is very new.

Unless it is tokenistic.

again we don't see this in the trades

All for show

management and higher, there is no obvious priority. Front line workers, there is clearly diversity.

There are token notes at the bottom of employment vacancy ads, however there is a disconnect between field and office recruitment. This leads to a marked lack of diversity on the front lines.

We need specific professional skillsets, so filling the funnel is at least as important as today's choice of candidates to hire

Partnering with associations representing candidates from under-represented populations

We have hired coop students from diverse groups before but also find it sometimes difficult to find candidates in general.

My employer has made an investment providing a pathway to employment through free formal education for equity seeking groups

Primary focus is on right skills for the job, secondary diversity

Staff have all been caucasian, however co-op and interns have come from diverse backgrounds

We don't care either way. We hire who is the best. Sometimes it's someone from "diverse communities and equity groups," sometimes it isn't.

We hire the best person for the job - not based on anything but ability to perform the job we need done.

The centre is located in a black community but people from all around are made to feel welcome

Meh

I don't know if it's at the front of their mind, they often want the best, and whomever that comes with working on changing this

We will hire the best person for the job.

It is a priority in theory, but for a variety of reasons, not in practice.

BEST PERSON FOR THE JOB

Q25 - I have found it difficult at times to match my skills and knowledge to my employer's job descriptions.

#	Answer	%	Count
1	Strongly agree	2.42%	3
2	Agree	11.29%	14
3	Disagree	43.55%	54
4	Strongly disagree	42.74%	53
	Total	100%	124

5. EMPLOYEE ADVANCEMENT AND RETENTION

Q27 - Employee Advancement and Retention

#	Question	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't know / Not Applicable	
1	My employer tries to maintain a workforce that is diverse across different staffing levels (including management) and work functions.	32.11%	35	33.72%	58	17.65%	18	8.86%	7	11.27%	8
2	My employer provides employees from equity groups with coaching, mentoring, and sponsorship opportunities to help them advance within the organization.	21.10%	23	29.07%	50	23.53%	24	13.92%	11	25.35%	18
3	My employer has provided me with opportunities to help me advance within my organization.	37.61%	41	30.23%	52	18.63%	19	6.33%	5	14.08%	10
4	My employer has not promoted me due to my race, ethnicity, gender, sexual orientation, religion, age, or disability.	6.42%	7	5.23%	9	33.33%	34	63.29%	50	33.80%	24
5	Employee Advancement and Retention	2.75%	3	1.74%	3	6.86%	7	7.59%	6	15.49%	11
	Total	Total	109	Total	172	Total	102	Total	79	Total	71

Q28 - Please elaborate on your answers, if you wish.

I have advanced within my organization, however many at my level or father down have been offered Executive MBA sponsorship -I have not. All owners and directors are men.

I have to ask for raises and anything else that I need.

My employer doesn't specifically provide equity groups with opportunities for coaching/training that are different from anyone else. All employees are afforded the same training opportunities.

Prior to taking a 3-month mental health leave, I had been promoted twice and was probably on a track for further promotion. Since I returned, I feel I have been blacklisted and am no longer seen as promotable.

My employer is making notable efforts to recruit, however the field staff are remarkably lacking in diversity. This lack of diversity hinders employees who are part of the DEIA community because it creates a work place devoid of imagination and lacking in experience and empathy. There are ERGs at my employer, but no official mentorship programs.

your last question on this page has 2 options for one question

There's a blank question.

Again - answering as a white woman

There should be a N/A category

6. JOB DESIGN, CLASSIFICATION AND COMPENSATION

Q29 - Job Design, Classification and Compensation

#	Question	Strongly Agree		Agree		Disagree		Strongly Disagree	
1	In my workplace duties are evenly and fairly distributed among staff, regardless of one's race, ethnicity, religious beliefs or gender, sexual orientation, age, or disability.	43.97%	51	41.32%	50	17.50%	14	3.53%	3
2	In my workplace wages and other compensation are the same for employees from equity groups and non-equity groups	37.07%	43	32.23%	39	11.25%	9	3.53%	3
3	The design and classification of my job has taken into consideration my race, ethnicity, religious beliefs or gender, sexual orientation, age, or disability.	10.34%	12	17.36%	21	37.50%	30	21.18%	18
4	I believe I am not fairly paid due to my race, ethnicity, age, gender or disability.	8.62%	10	9.09%	11	33.75%	27	71.76%	61
	Total	Total	116	Total	121	Total	80	Total	85

Q30 - Please elaborate on your answer, if you wish.

union environment, everything is equal

I'm not part of the old guard so raises are sparse and small.

I work in a woman dominated department. We do important work, and are paid much lower than other male dominated departments. I dont believe we are being fairly paid, our work is seen as "less than" because its seen as administrative/paper pusher.

my employer has not historically hired DEIA candidates for my position so it is therefore difficult for me to answer the question about pay - one cannot be paid the same if one is not present in the work force. On the other hand, for gender-diverse people such as myself, although i am in the position and being paid the same, the design and classification has not been specifically addressed. I work in a union position - therefore my employer is required to pay according to the collective agreement. However, diversity is so very obviously lacking in our positions.

I do not feel that I am paid fairly compared to other men. I think my skills are not as valued. It is hard to say at what extent that is linked my my sex.

7. WORK-LIFE INTEGRATION, FLEXIBILITY AND BENEFITS

Q31 - Work-Life Integration, Flexibility and Benefits

#	Question	Strongly Agree		Agree		Disagree		Strongly Disagree	
1	In my workplace benefits and services (such as parental leave, extended family consideration, emergency care, and paid leave) are specific to the diverse needs of individual employees and are provided based on ongoing assessments of employee needs.	48.15%	26	48.96%	47	82.61%	19	75.00%	9
2	My employer has accommodated my personal needs (for example, race, ethnicity, religious beliefs or gender, sexual orientation, age, or disability.).	51.85%	28	51.04%	49	17.39%	4	25.00%	3
	Total	Total	54	Total	96	Total	23	Total	12

10. COMMUNICATIONS

Q33 - Communication

#	Question	Strongly Agree	Agree	Disagree	Strongly Disagree
1	My employer tries as much as possible to communicate with staff, clients, and suppliers using language that is unbiased and inclusive.	45.35% 39	52.14% 61	58.82% 10	50.00% 4
2	My employer communicates with me personally using language that is unbiased and inclusive.	54.65% 47	47.86% 56	41.18% 7	50.00% 4
	Total	Total 86	Total 117	Total 17	Total 8



11. WORKPLACE CULTURE OF OPENNESS AND INCLUSIVITY

Q35 - Workplace Culture of Openness and Inclusivity

#	Question	Strongly Agree	Agree	Disagree	Strongly Disagree
1	My employer fosters an environment in which people treat each other with respect, and where every voice is welcome, heard, and respected.	47.32% 53	50.00% 47	52.63% 10	83.33% 5
2	My employer treats me with respect and welcomes my opinions	52.68% 59	50.00% 47	47.37% 9	16.67% 1
	Total	Total 112	Total 94	Total 19	Total 6

Q36 - Please elaborate on your above answers, if you wish.

Welcomes my opinions and treats with respect sometimes but not always

Often my ideas and opinions are dismissed; but later become a new idea from my boss, or a man in position higher than mine. This has happened many times. My direct boss is usually respectful, but not consistently.

only a couple of voices are given any real weight

You have to be pushy to be heard. I know some executives aren't a fan of me, which is fine, but I still offer my opinion.

These are both qualified "agrees" as my employer makes an effort, however more buy-in and effort on behalf of the employees is required. The actual field environment is lagging behind the employers intent. Culture change is a long game.

This was a huge issue in our organization until very recently with some exits of senior staff whose communication style was bullying

12. BELONGING IN THE WORKPLACE

Q37 - Belonging in the Workplace

#	Question	Strongly Agree		Agree		Disagree		Strongly Disagree	
1	My employer fosters belonging in the workplace by supporting many kinds of cultures, races, ethnicities, religions, gender roles, age, and physical abilities.	48.00%	48	49.45%	45	50.00%	9	40.00%	2
2	My employer treats me in a way that I feel I belong with this organization.	52.00%	52	50.55%	46	50.00%	9	60.00%	3
	Total	Total	100	Total	91	Total	18	Total	5

Q38 - Please elaborate on your above answers, if you wish.

a few key people do the majority of the work and everyone gets the credit.

I can't speak for other minority groups, so I don't know. I feel safer with this employer than other prospective's would make me feel but I don't totally feel like I "belong"

Again, the employers intent is to act inclusively - this is not yet reflected in the work environment.

Honestly - we can do better.... it's not black and white

Some of these questions are hard because they may reflect on the values of one or two individuals and not the owners or all management.

13. SERVICES AND PRODUCT DEVELOPMENT

Q40 - My workplace has DEIA (Equity, Diversity, Inclusion, Accessibility) embedded in services and product development to serve diverse customers and clients.

	Answer	%	Count
1	Strongly Agree	33.98%	35
2	Agree	43.69%	45
3	Disagree	16.50%	17
4	Strongly Disagree	5.83%	6
5	Don't know / Prefer not to say	0.00%	0
	Total	100%	103

Q41 - Please elaborate on your answer, if you wish.

We are a mostly white organization but the employer is looking into creating more diversity.

We are working on it. But more resources, funding and accountability is needed to make true change. The whole team is not on the same page or aware of/working on the same goals.

There is some, ie rainbow flags, stock photos aren't all of white straight people. We need more.

I think this is a missed opportunity as a company

We're building products for engines and generators. I'm pretty sure these machines don't care about the race or religion of the engineer who designed it.

We support people with disabilities but we barely help people of color and are often transphobic in our policies

We cant handle anymore red tape.

REALLY DOEN'T MATTER IF YOU ACT IN A PROFESSIONAL MANNER; ALL ARE WELCOME

14. MARKETING AND CUSTOMER SERVICE

Q43 - My workplace integrates DEIA (Equity, Diversity, Inclusion, Accessibility) principles and best practices into our advertising, marketing, and customer service to meet the needs of diverse groups and avoid bias or offend different equity groups.

#	Answer	%	Count
1	Strongly Agree	29.13%	30
2	Agree	56.31%	58
3	Disagree	10.68%	11
4	Strongly Disagree	3.88%	4
5	Don't know	0.00%	0
	Total	100%	103

Q44 - Please elaborate on your answer, if you wish

Still in progress.

Only because Ann Divine advised her

My employer doesn't do much public-facing marketing.

We have recently added increased focus on this

We do not do much marketing, but should we have a campaign- I believe this would be included

Neither agree nor disagree

ITS IRRELEVANT

15. RESPONSIBLE SOURCING

Q46 - My workplace tries as much as possible to practice responsible and ethical sourcing of goods; that is, to purchase goods and services from organizations committed to high standards in DEIA (Equity, Diversity, Inclusion, Accessibility), sustainability, ethical behaviour, and fair trade.

#	Answer	%	Count
1	Strongly Agree	21.52%	17
2	Agree	50.63%	40
3	Disagree	17.72%	14
4	Strongly Disagree	10.13%	8
5	Don't know	0.00%	0
	Total	100%	79

Q47 - Please elaborate on your answer, if you wish.

We do steer away from products made with conflict material

I really don't know, but if they are, it would be good to share this info

we can do much, much better at calling our contractors to account in this regard.

Leading question. Like much of this survey, you assume that a constant focus on DEIA and dividing everyone by race is a good thing.

I don't think the company is doing anything "wrong" in practice, but we are not making working with and accommodating a priority. It is not top of mind or part of everyday decisions.

Hahahahahahahahahahaha no

