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# The 50 – 30 Challenge

What Works Toolkit: Board and Leader  
Guidebook





# Alignment with the Publicly Available Specification (PAS)

It is important to note that terminology is ever evolving and may not be reflected in external links and resources throughout the What Works Toolkit. The terms used within the toolkit align with the [Publicly Available Specification \(PAS\) document](#) developed by the Diversity Institute, and sponsored by the Standards Council of Canada in support of the Government of Canada's 50 – 30 Challenge. Section 3.1 in the PAS defines Equity-Deserving Groups as follows:

## 3.1 Equity-Deserving Groups

The Challenge's equity-deserving groups include those identifying as: Racialized, Black, and/or People of Colour ("Visible Minorities"), People with disabilities (including invisible and episodic disabilities), 2SLGBTQ+ and/or gender and sexually diverse individuals, and "Aboriginal" and/or Indigenous Peoples. The program and participants recognize First Nation Peoples, Métis Nation, and Inuit as founding Peoples of Canada and under-represented in positions of economic influence and leadership.

Please refer to the PAS for additional information on the 50 – 30 Challenge as well as tools and resources for your organization.





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# Purpose of this Tool (1 of 2)

As leaders and board members of your organization, you lead by example and set the tone from the top in creating an inclusive environment where everyone feels safe and welcome.

The purpose of this tool is to provide board members and leaders with guidance on how to lead inclusive organizations where all employees feel welcomed and supported, with a focus on the 5 priority groups:

- This tool will help you reflect on the role you play as leaders of the organization in driving impact
- This tool will deep-dive into ways you can model inclusive leadership and how you build safe and open spaces for learning, collaboration, and understanding
- There will be examples of actions you can take to build a culture of belonging and respect, and where each priority group has the access and opportunity to advance into leadership positions

Through this tool, you will gain a deeper understanding on:

1. How you can model inclusive and equitable behaviours
2. How you can build safe and open spaces for discussion
3. How to encourage others to do the same





# Purpose of this Tool (2 of 2)

## How is this Relevant to the 50 – 30 Challenge?

- ✓ Working towards the goals of the 50 – 30 Challenge starts with you first as individual leaders; reflecting on your actions and your experiences, and how you bring others into the discussion.
- ✓ Leaders play a critical role in setting the direction and guiding their organization on their equity, diversity and inclusion (EDI) journey.

The commitment of board members and leaders impacts everyone in the organization.





# Key Takeaways for All Organizations (1 of 2)

## 1.0 Self-Reflection

[Step 1](#): Think about your unique identity, perspectives, biases, and actions and how those impact your experiences.

[Step 2](#): Map out actions you can take to build an equitable workplace where everyone feels safe and welcome.

[Step 3](#): At an organizational level, how can you build this sense of belonging for everyone into values, expectations and policies?

## 2.0 Modelling Equity and Inclusion

Inclusive leaders practice [leaning inward](#) (actions focused on self-reflection) and [leaning outward](#) (actions focused on the growth of team members). They also [model key characteristics](#).

Inclusive leaders create a [psychologically safe environment](#) where employees feel valued and trusted, and empowered to take risks.

[View actions you can take to be an inclusive leader within this tool.](#)





# Key Takeaways for All Organizations (2 of 2)

## 3.0 Building Safe Spaces

Establishing a sense of community and belonging in the workplace is [more essential than ever before](#), as those who feel a sense of belonging show increased job performance and decreased turnover risk.

[View ways in which you, as leaders, can begin to create an open space for discussion](#), where employees feel welcome, valued, and safe to bring their whole selves to work.

## 4.0 Encouraging Others to be Champions

When leaders model being a champion of equity, inclusion and creating safe spaces, they encourage others to do the same.

[View examples on how to model open discussions and feedback within this tool.](#)

[Visit this page for further information on how to empower others within this tool.](#)





# What Does this Mean for Small / Medium Organizations? (1 of 2)

## 1.0 Self-Reflection

- As part of self-reflection, leaders can think about which **networks within their communities** they would like to participate in to build their understanding of their own biases and experiences
- **Get to know leaders of each functional area** within the organization (e.g. marketing, finance) to understand their experiences, ways of working, and how to support them

## 2.0 Modelling Equity and Inclusion

- As a leader, **consider messaging to employees** in communications (e.g. using inclusive language)
- **Participate in employee networks** if available, or consider creating informal groups for employees to join based on shared interests or identities
- **Show visible commitment** to creating an inclusive environment where everyone feels welcome
- Highlight ways in which you are **championing inclusivity** (e.g. events to participate in, social media accounts to follow)







# What Does this Mean for Small / Medium Organizations? (2 of 2)

## 3.0 Building Safe Spaces

- By participating in networks within their communities, leaders will **better understand the perspectives and experiences of others** to build a safe space where people feel welcome and a sense of belonging within their organization
- **Include inclusive and accessible signage** (e.g. gender inclusive bathrooms) and **inclusive messaging / images** within email communications
- Ask team members to share their **preferred pronouns** at the beginning of meetings and use them

## 4.0 Encouraging Others to be Champions

- By participating in networks within their communities and connecting with others, leaders can **better understand appropriate language** to use and empower others to be champions to join them in participating
- **Establish a dedicated EDI Team**, where leaders and board members play an active and supporting role, to empower others to be champions, model open discussions and feedback, and build a sense of belonging for everyone
- **Gather feedback** and ask employees for input on how they want to build long-term and sustainable change





# What Does this Mean for Large Organizations? (1 of 2)

## 1.0 Self-Reflection

- As part of self-reflection, leaders can think about which **networks within their communities and organizations** they would like to participate in to build their understanding of their own biases and experiences

## 2.0 Modelling Equity and Inclusion

- Use **inclusive messaging** to employees in **organization-wide communications and at public events**, as the language used represents your organization
- **Participate in Employee Resource Groups** and affinity/allyship groups
- **Show visible commitment** to creating an inclusive environment where everyone feels welcome (e.g. Town Halls, Fireside Chats, etc.)
- Board members and leaders play a role in ensuring the organization **invests in projects that align with the organization's values and social purpose**





# What Does this Mean for Large Organizations? (2 of 2)

## 3.0 Building Safe Spaces

- By participating in networks within their communities and organizations, leaders will **better understand the perspectives and experiences of others** to build a safe space where people feel welcome and a sense of belonging within their organization
- Use inclusive and accessible signage (e.g. gender inclusive bathrooms) and **inclusive messaging / images** within email communications and on **organization's website**
- Ask team members to share their **preferred pronouns** at the beginning of meetings and use them

## 4.0 Encouraging Others to be Champions

- By participating in networks within their communities and organizations and connecting with others, leaders can better understand **appropriate language to use and empower others to be champions**
- Run **organization-wide events** to bring others from across the organization into the conversation around creating a sense of belonging
- **Provide time off for employees** and encourage them to participate in volunteering in their communities



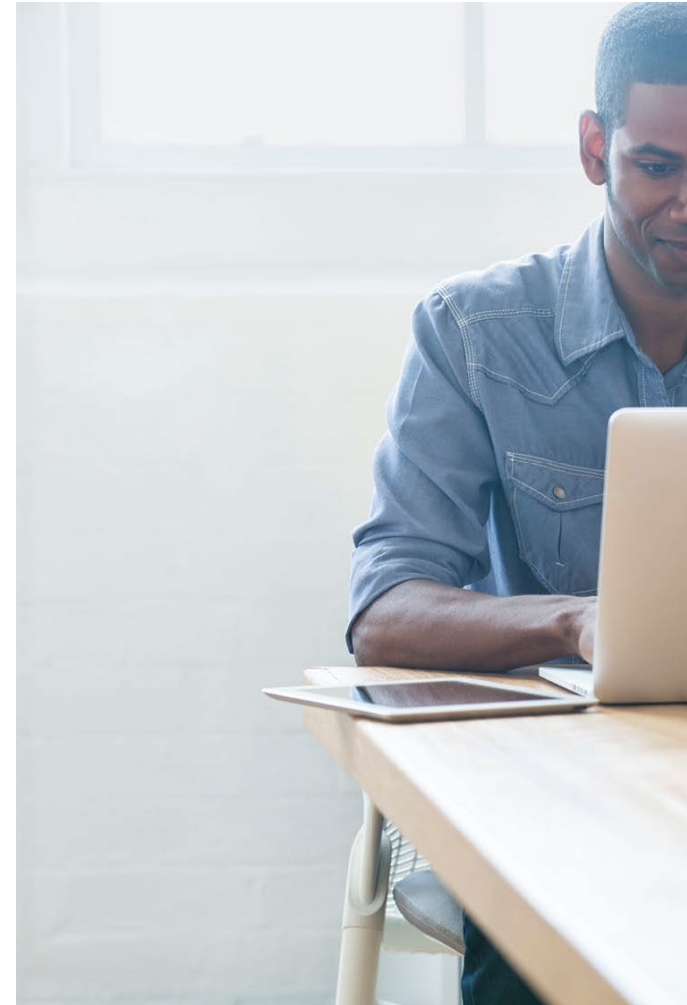


## Scenario: Meet Jean

Jean is a Finance leader for a pharmaceutical manufacturing organization.

Jean used to believe that they did not need to play a role in advancing EDI as this does not fall directly within their role. However, Jean began to notice a significant decline in diversity at leadership levels within their organization, and recognized that every leader has a role to play in supporting priority groups in Canada.

They decided to come to the Board and Leader Guidebook to learn what they can do to help.





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# 1.0 Self-Reflection and Learning Your Role in Showing Up to Change





# 1.1 Self-Reflection (1 of 2)

- Reflect on your experiences and the different elements that make up your identity. Ask yourself these questions:
  - How would you describe your identity? What are the unique interests, experiences, and perspectives that shape who you are today? (Hint: You might think about your family’s story, where you grew up, your career path, the activities you do in your spare time, who you enjoy spending time with, etc.)
  - What might be unique about these experiences?
  - How might this identity have influenced your workplace experiences, both positively and negatively?
- As a leader, think about these questions:
  - As a leader, how can you leverage your strengths, power, and influence to support inclusivity and organizational growth?
  - What kind of leader do you want to be seen as? What do you want your legacy to be?
  - What are ways you can learn more about people’s different lived experiences and show up as an agent of change?

**Link to:**  
• Starting the Conversation – Section 4.0  
(Building Your Knowledge Base)  
• 10 Actions You Can Take – Section 1.0





# 1.1 Self-Reflection (2 of 2)

- Take a moment to reflect on other people’s experiences. Ask these questions:
  - In what ways are their identities different than yours?
  - How might that influence their experiences?
  - What kind of barriers might they be facing that you might not have faced?
- The path towards inclusivity involves learning, unlearning, humility, and self-reflection. The journey will likely involve bumps along the way, which are normal and part of growth.

**Unlearning** is defined as: “To make an effort to forget your usual way of doing something so that you can learn a new and sometimes better way” – Source: [Cambridge Dictionary](#)

**Link to:**

- Starting the Conversation – Section 4.0 (Building Your Knowledge Base)
- 10 Actions You Can Take – Section 1.0





## 1.2 So as a Leader, What Can You Do? (1 of 3)

**To lead a culture change of inclusion and belonging, it is important to be empathetic, to try to understand other's experiences, and to show that you are taking action.**

**Here is how you can take action:**

- Find comfort within the discomfort: though some information may be uncomfortable to hear, your learning, engagement, and growth is driving meaningful change
- Reflect on areas where you can learn more about another person's lived experience, challenges, and perspectives: Challenge yourself to learn more about that by speaking with others, reading and taking courses
- Seek out and welcome feedback
- Be open to perspectives and information
- Anticipate that you will make mistakes on the learning journey
- Expect change to take time







## 1.2 So as a Leader, What Can You Do? (2 of 3)

**If you make a mistake or are called out for a microaggression, acknowledge your mistake and show that you are ready to grow from it:**

- Take a breath: understand that while you may have spoken or acted in error, this one mistake doesn't reflect on you as a person
- Be open: keep an open mind and focus your attention on the other person's feedback
- Listen: your priority is to make sure the other person has been (and feels) heard
- Sincerely apologize: replace instinctive defensiveness with curiosity and empathy, and offer a genuine apology
- Don't overdo it: an excessive apology can contribute to the injury

**Microaggression** is defined as: “A comment or action that subtly and often unconsciously or unintentionally expresses a prejudiced attitude toward a member of a marginalized group” – Source: [Merriam Webster](#)





## 1.2 So as a Leader, What Can You Do? (3 of 3)

### **“Aboriginal” and/or Indigenous Peoples Callout:**

- Challenge yourself to learn more about experiences, both past and present, of Indigenous Peoples in Canada
- Practice humble and active listening by hearing what another person’s experience of the world is like and putting aside any preconceived assumptions
- Explore Indigenous values. An example is the Seven Grandfather Teachings shared by many Indigenous Peoples; love, respect, courage, honesty, humility, wisdom, and truth
- Learn from and with team members through conversation, sharing perspectives and challenging one another
- Be willing to admit your own mistakes; create a space for coworkers to make mistakes and take risks without fear of punishment





## 1.3 Organizational Reflection and Actions

**An important goal in working towards the 50 – 30 Challenge is to build a culture where everyone (regardless of identity) feels safe, welcome and respected. Below are research highlights on key ways to do this:**

1. Diversity doesn't guarantee a better performing board and organization; rather, it is the board's culture of inclusion that can affect how well diverse boards perform.
2. It is important to focus on multiple forms of diversity, not only one form; social diversity (gender, race/ethnicity, age) and professional diversity (ideas, skills, expertise, etc.) are both important for increasing the impact of diverse perspectives on a board.
3. It is also important to have diversity of thought and perspective; to do so, analyze the current skillset and experiences of board members and seek candidates to fill gaps.
4. To make diverse boards more effective, build a culture where people feel safe and welcome to contribute, and that their voices are heard and integrated into decisions.
5. Having a socially and professionally diverse board coupled with an open and welcome culture ultimately benefits the entire organization.





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# 2.0 Modelling Equitable and Inclusive Behaviour





## 2.1 What is Inclusive Leadership? (1 of 3)

Inclusive leaders model the change by leading inward and outward:

- **Leaning inward** focuses on actions a leader can take to self-reflect on their learning, growth, and impact (e.g. curiosity, humility, and courage)
- **Leading outward** focuses on actions a leader can take to ensure their team members are treated equitably and fairly, empowered, and are able to grow (e.g. allyship, accountability, ownership)





## 2.1 What is Inclusive Leadership? (2 of 3)

### What key traits do inclusive leaders exhibit?

1. **Visible commitment:** Leaders articulate genuine and authentic commitment to EDI, challenging the status quo, and holding others accountable
2. **Humility:** Leaders are able to recognize their shortcomings, are aware of their capabilities, and create safe spaces for listening (feedback), learning, and growth
3. **Awareness of bias:** Leaders seek to understand their own unconscious biases as well as biases that are embedded within the organization
4. **Curiosity about others:** Leaders have an open mindset, are curious to learn about others, actively listen without judgment, and empathize with those around them
5. **Cultural intelligence:** Leaders are attentive to the cultures of their employees and seek to learn and adapt to support them
6. **Effective collaboration:** Leaders place an importance on working as a team, empowering their employees, embracing diversity of thought, and creating a psychologically safe space
7. **Compassion:** Leaders have a genuine concern for their people and positive intentions to support them

**Safe Space** is defined as: “A place intended to be free of bias, conflict, criticism, or potentially threatening actions, ideas, or conversations” –  
Source: [Merriam-Webster](#)

#### Link to:

- Starting the Conversation – Section 5.0 (Caring)





## 2.1 What is Inclusive Leadership? (3 of 3)

From the perspective of leaders, the most valuable inclusive leadership trait is their visible commitment to advancing EDI within the organization.

From the perspective of employees, the most valuable inclusive leadership trait is their leader's awareness and visible acknowledgement of unconscious bias combined with the following two behaviours:

1. Humility, as this acknowledges that the leader is eager to address their own biases and work towards improvement through feedback;
2. Empathy and perspective taking, as this indicates to employees that they are heard, valued, and supported by their leader.

[This report from Catalyst Canada](#) discusses Inclusive Leadership.





## 2.2 Why is it Important to be an Inclusive Leader? (1 of 2)

As board members and leaders of the organization, you play a critical role in shaping how employees feel in your organization. Practicing inward and outward leadership leads to employee engagement, retention, and innovation and increases problem-solving. It also leads to the creation of a psychologically safe environment where employees feel valued and trusted, and empowered to take risks.

The research findings below demonstrate how your inclusive leadership can directly impact how employees are feeling:

- A leader's awareness of their own unconscious biases, when coupled with humility, can increase employee feelings of inclusion by **25%**
- A leader's awareness of their own unconscious biases, when coupled with empathy/perspective taking, can increase feelings of inclusion by **33%**
- What leaders 'say' and 'do' makes up to a **70% difference** as to whether an individual report feels included







## 2.2 Why is it Important to be an Inclusive Leader? (2 of 2)

1. During times of elevated stress and transition, compassionate leadership is even more critical. People can experience more anxiety than usual and often are unsure how to act. Help employees manage anxiety by communicating transparently, addressing uncertainties directly, and increasing wellbeing through positive emotions.
2. As leaders, it's important to know that your employees look to you for cues to help reduce the sense of uncertainty, as well as increasing their own sense of wellbeing.
  - For this reason, leaders should focus on modelling compassion, empathy, consistency and open communication.
  - As a result, your employees will have improved collaboration, trust in you as a leader, and enhanced loyalty.
3. Ultimately, a leader's actions and leadership style benefit both employees and the organization. It is therefore critical that leaders model inclusive leadership so employees feel safe, welcome, and valued.





## 2.3 How Can You be an Inclusive Leader? (1 of 4)

**You can take the following actions to model equitable and inclusive leadership. These practices can be learned and mastered to help you become an inclusive leader within your organization:**

1. Immerse yourself in new and uncomfortable situations to learn from diverse stakeholders (e.g. participate in Employee Resource Groups, sit in different areas of the business)
2. Use more audience-centered language – think about who your audience is and use language that would resonate with them
3. Be authentic to your learning journey – demonstrate openness to encourage others to do the same
4. Recognize and address your own biases through:
  - a) Discussions with managers who are closer to the day-to-day operation;
  - b) Speaking at a Town Hall about your learnings and growth;
  - c) Implementing “inclusion moments” for team members to share what they have learned related to EDI

**Link to:** Guide to  
Sustaining Organizational  
Change – Section 1.2





## 2.3 How Can You be an Inclusive Leader? (2 of 4)

### Consideration(s) for Intermediate / Advanced Organizations:

5. Demonstrate the knowledge you've gained, acknowledge what you don't know, and model your commitment to lifelong learning (citing research and demonstrating an ability to understand different perspectives and communicate complex topics to diverse audiences)
6. Establish a diverse personal advisory board (PAD) with peers where you can openly discuss feedback on daily interactions and behaviours to create a space where everyone feels they belong

[This Guide for Employers written by Great Place to Work and Pride at Work Canada](#) highlights actions and strategies to promote inclusion of 2SLGBTQ+ and/or gender and sexually diverse employees in the workplace.

[These are Guidelines on Inclusive Language.](#)

### Case Study

#### Large Organization: Apple

As of 2020, more than 15,000 managers at Apple are required to take training on unconscious bias and inclusive leadership. They are also offered courses led by subject matter experts to support their ongoing education on topics such as race, justice, allyship, etc.





## 2.3 How Can You be an Inclusive Leader? (3 of 4)

### Racialized, Black, and/or People of Colour Callout:

Respond to social injustice by:

- **Speaking up:** It is your responsibility as leaders to speak up and reassure employees about your position on diversity and against violence, hate, and racism
- **Educating yourself:** Make genuine efforts to educate yourself about the ways in which systemic racism affects people
- **Walking the talk:** Go beyond speaking up and acknowledging injustice by offering direct support to individual employees and having the organization offer large-scale institutional support
- **Investing:** Seek ways to align business activities and corporate social responsibility engagements by supporting initiatives that seek to improve conditions for Racialized, Black, and/or People of Colour and populations who are made vulnerable
- **Engaging in introspection:** Think critically about the structures and systems that allow racism and hate to thrive





## 2.3 How Can You be an Inclusive Leader? (4 of 4)

### **People with disabilities Callout:**

- Create accessible workplaces, including both the physical structure of the workspace and the flexibility for employees to structure their work schedules according to their needs

### **2SLGBTQ+ and/or gender and sexually diverse individuals Callout:**

- Consider how you can create a supportive and welcoming environment for 2SLGBTQ+ and/or gender and sexually diverse employees. Key considerations may include:
  - Protocols for assisting employees with transitioning
  - Gender-inclusive facilities, forms, dress codes
  - Protocols for changes to names and identity markers





# Modelling Equitable and Inclusive Behaviour: Regional and Industry Considerations (1 of 2)

## Industry: Education

Embed EDI within decision-making to apply an inclusive lens to all decisions. Applying an EDI lens will help ensure decisions reflect the educational institution's values and allow the institution to better support its community.

Consider the following questions:

- Impact: How will this decision impact individuals based on different aspects of their identities?
- Symbols and Messaging: What messaging does this decision send to our communities?
- Mitigation: How can we mitigate potential negative impacts and provide support as a result of this decision?
- Feedback and Response: How can we keep track of feedback and the impact of this decision on different communities?

[This Intentional Equity, Diversity, and Inclusion Decision-Making toolkit](#) was developed by the University of British Columbia.





# Modelling Equitable and Inclusive Behaviour: Regional and Industry Considerations (2 of 2)

## Industry: Forestry

Leaders play an important role as allies and champions within the forestry industry, which is typically dominated by men. Organizations differ based on the level of leadership support available, which ultimately shapes the experience of women and individuals from priority groups.

Leaders can take the following actions to create an inclusive space:

- Given that fields may be hours away from home, ask employees how to best support them and provide flexibility
- Advocate for employees and encourage them to join groups such as Women in Wood, where women can network, find mentors and seek career advice in the industry
- Recognize and support newcomers to Canada with adjusting to learning Canadian terrain, and find ways for them to leverage skills from their previous experiences
- Be intentional about ensuring employees from priority groups are included, recognized for their efforts, and given consistent feedback to further their development

[This tool on allyship was developed by the Centre for Social Intelligence](#) to increase inclusion and diversity within the forestry sector in Canada.



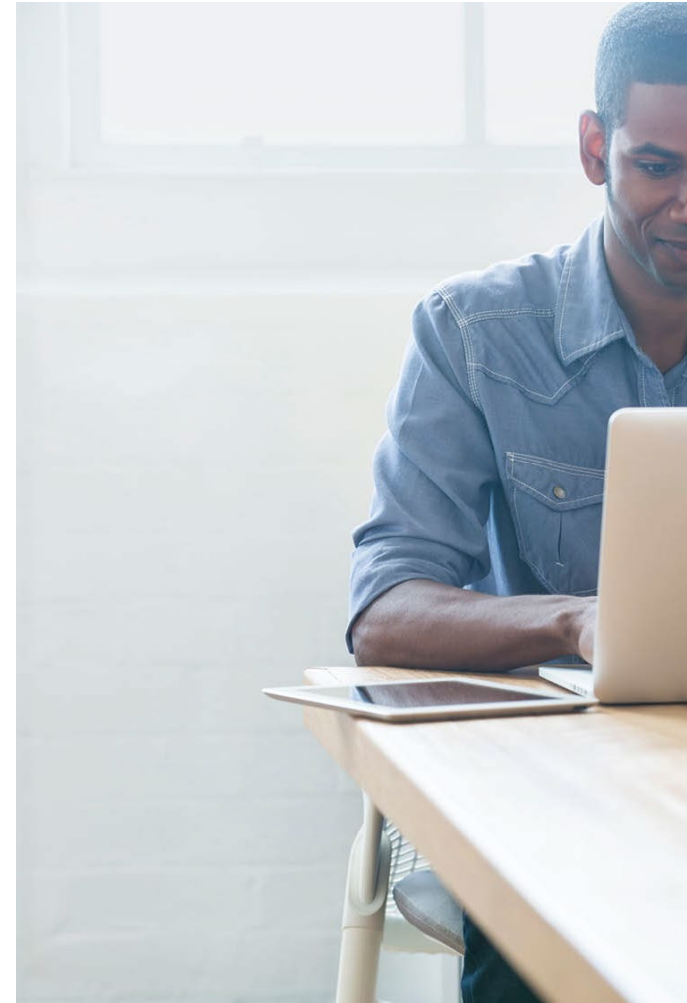


# Scenario: Checkpoint 1

Jean found the self-reflection exercises very useful and took time to understand their experiences and how they differ from their colleagues. Previously, they had not been visibly involved in EDI initiatives within their organization and did not see it relevant to the nature of their organization. However, Jean is inspired to now have all members of their organization recognize the importance of EDI and promote belonging.

## What actions can Jean take to model equitable and inclusive behaviour? Select all that apply.

- Have an open mindset, show a genuine curiosity in getting to know employees, and be attentive to their cultures to know how to support them
- No steps are required, Jean is already modelling equitable and inclusive behaviour
- Create a psychologically safe space where employees feel comfortable coming to them for support
- Comment on what their employees are wearing
- Challenge the status quo and hold employees accountable for their actions





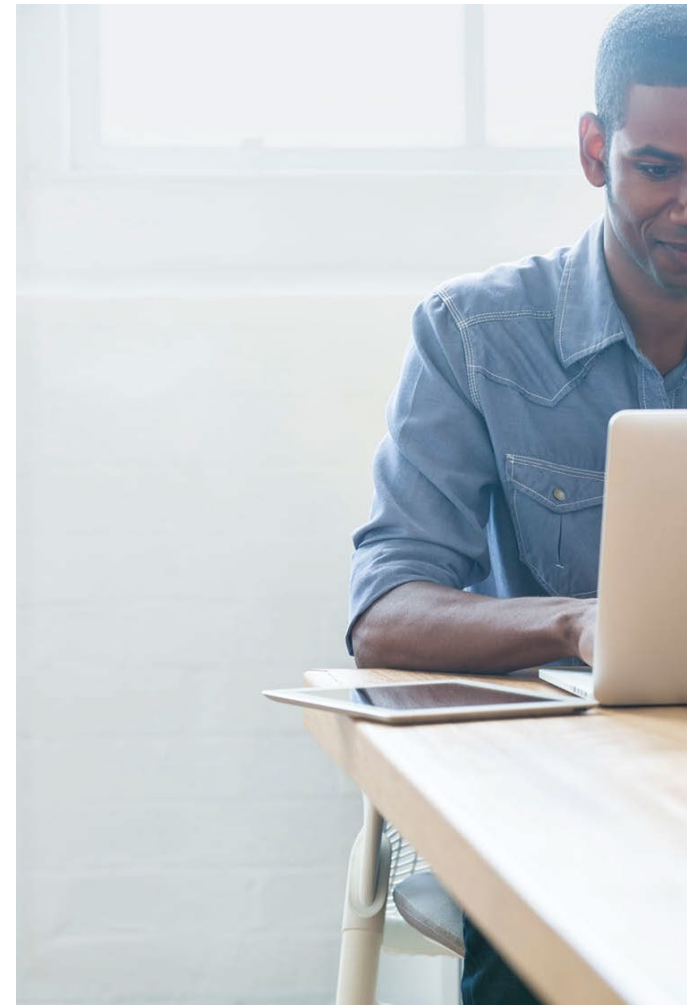


# Scenario: Checkpoint 1 (Solution)

Jean found the self-reflection exercises very useful and took time to understand their experiences and how they differ from their colleagues. Previously, they had not been visibly involved in EDI initiatives within their organization and did not see it relevant to the nature of their organization. However, Jean is inspired to now have all members of their organization recognize the importance of EDI and promote belonging.

**What actions can Jean take to model equitable and inclusive behaviour?  
Select all that apply.**

- Correct: Have an open mindset, show a genuine curiosity in getting to know employees, and be attentive to their cultures to know how to support them
- Incorrect: No steps are required, Jean is already modelling equitable and inclusive behaviour
- Correct: Create a psychologically safe space where employees feel comfortable coming to them for support
- Incorrect: Comment on what their employees are wearing
- Correct: Challenge the status quo and hold employees accountable for their actions





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## 3.0 Building Open Spaces for Discussion and Participation





## 3.1 Building Open Spaces for Discussion (1 of 2)

“To feel left out is a deeply human problem, which is why its consequences carry such heft and why its causes are so hard to root out of even the healthiest workplaces” – The Value of Belonging at Work

**Establishing a sense of community and belonging in the workplace is more essential than ever before.** This helps reduce feelings of uncertainty and increase positive emotions. Those who feel a sense of belonging show increased job performance and decreased turnover risk.

- Research shows that **56%** of individuals who feel a sense of belonging show increased job performance.
- Research shows that **50%** of those who feel a sense of belonging show decreased turnover risk.
- By helping people feel safe, you are decreasing their anxiety and increasing their positive emotions, allowing them to remain motivated and focused on the job at hand.

**Link to:**  
• Starting the Conversation –  
Section 4.0 (Boundary  
Setting)





## 3.1 Building Open Spaces for Discussion (2 of 2)

Many organizations have adopted an ‘add diversity and stir’ philosophy which assumes that, by strictly hiring more diverse candidates, they will automatically see benefits to their business. However, this fails to recognize that increasing diversity does not, by itself, increase effectiveness; **what matters is how an organization harnesses diversity, and whether it’s willing to create space and structures where everyone feels safe to contribute.**

It is therefore critical that leaders support employees by establishing spaces for open discussion and a forum for them to feel safe, valued, and welcome.

**Key action callout:** Think about the last time you’ve heard “We’ve always done it this way”. Think back to those activities and ask: Who was present and engaged in the action? Who was disconnected? Who was missing from the activity? Think about how the ‘status quo’ can be done differently to ensure all people at work are included.

[Read \*Creating Authentic Spaces\*](#), a toolkit focused on gender identity and gender expression that can support leaders in creating inclusive spaces (available in English and French).

**Link to:**

- Starting the Conversation – Section 4.0 (Boundary Setting)





## 3.2 So How as a Leader, Can You Build an Open Space for Discussion? (1 of 3)

**Below are ways in which you, as leaders, can create an open space for discussion, where employees feel they can bring their whole selves to work:**

1. Build trust and create a culture where people feel welcome to share their opinions, express themselves, and request accommodations
2. Actively combat unconscious bias and systems that can contribute to inequity
3. When seeking opinions, allow employees to share their views first. Doing so will encourage authentic contributions and reduce the probability of receiving answers that they think you want to hear
4. Embrace a variety of styles and voices inside the organization
5. Leverage the skills and experiences of employees to reach the organization's strategy and goals

**Link to:**

- 10 Actions You Can Take – Section 2.0
- Starting the Conversation – Section 6.1





## 3.2 So How as a Leader, Can You Build an Open Space for Discussion? (2 of 3)

6. Hold regular listening sessions for employees to feel comfortable sharing concerns and/or opinions with you
7. Acknowledge conflict openly and grant all employees the space and time to think, refine, and share their views
8. Support the Psychological Health and Safety of Employees
  - a) Think ahead, communicate openly and stay in touch
  - b) Create a sense of purpose and vision
  - c) Develop ownership and accountability
  - d) Support employees emotionally and in concrete ways
9. Leverage the power of storytelling: Share your personal experiences with employees, modelling openness and creating a space for others to share their experiences if they would like. This helps to build connections and foster a culture of empathy within your organization.

**Link to:**

- 10 Actions You Can Take – Section 2.0
- Starting the Conversation – Section 6.1





## 3.2 So How as a Leader, Can You Build an Open Space for Discussion? (3 of 3)

### Consideration(s) for Non-Profit Organizations:

A fundamental way to embed inclusion in your organization is including everyone in the conversation. Collaborate with internal and external stakeholders on decisions that impact them.

#### Case Study

##### Small/Medium Organization: Fuller Landau

In 2019, Fuller Landau was recognized as The Best Workplaces™ for Women, as the organization has worked towards the equitable treatment and advancement of women to leadership positions. Fuller Landau actively listens to employees by regularly collecting feedback, both directly and anonymously, to learn where the organization can improve and implement feedback received. The organization also has a Diversity and Inclusion Committee that focuses on increasing awareness of advancing women to leadership positions. Fuller Landau also offers flexible working hours, remote work options, and mentorship opportunities to its employees to create a workplace where people feel respected, welcomed, and included.

#### Link to:

- 10 Actions You Can Take – Section 2.0
- Starting the Conversation – Section 6.1





# Building Open Spaces for Discussion: Regional and Industry Considerations

## Region: Northern Canada

When conducting meetings in Northern Canada, consider the following practices to build inclusion and open spaces for discussion:

- Ask participants anonymously about accommodations they may require (e.g. prayer/reflection room, daycare or support for young children)
- Create culturally safe spaces for diverse participants
- Have First Nations, Inuit and Métis cultural opening and closing ceremonies at events, and create time for these
- Begin discussions with land acknowledgments, including intentional actions toward reconciliation and respect for Indigenous communities
- Guide engagement through Inuit values, for example by;
  - Actively listening to each other, as listening influences decision-making
  - Valuing cooperation and conflict avoidance
  - Recognizing that decisions are made based on consensus which may result in longer discussions and decision-making periods







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## 4.0 Encouraging Others to Play a Role as a Champion





## 4.1 How Can You as a Leader Encourage Others to be Champions? (1 of 5)

**When a leader models inclusive discussion by being open, vulnerable, and seeking feedback, they create space for others to do the same. The same effect occurs when leaders model how to be a champion of equity, inclusion and belonging. As key influencers of the quality of an organization's culture, leaders should explicitly call on others to join them in championing equity and inclusion and in creating safe spaces in the workplace.**

Below are examples in which you, as leaders, can model open discussions and feedback:

- Build ownership in advocating for inclusivity by having discussions with employees about ways to improve inclusion in the organization, and about barriers that create inequalities and inequities in the workplace.
- Openly discuss with employees the role you have played as a champion of inclusivity, the experiences you've had, and the impact this has had on you and the organization. Talk about your successes and failures, as this models healthy growth and learning.





## 4.1 How Can You as a Leader Encourage Others to be Champions? (2 of 5)

- Focus on the language you use and the words you choose.

### Women and/or non-binary individuals Callout:

- Focus on people's performance and outcomes when speaking about women and/or non-binary employees in the workplace.
  - Become aware of the words you use: are the words different for men and women and/or non-binary employees?
  - Ask yourself if you have different expectations for men and women and/or non-binary employees.
- 
- Be open about everyone having unconscious biases and privilege, and how you are learning from these.
  - Take time to point out and address unconscious biases in a way that encourages conversation with others.
  - Ask trusted colleagues to give you feedback and to support you in using language that reflects an inclusive workplace culture.

**Privilege** is defined as: “The unfair and unearned advantages individuals are granted for having, or being perceived to have, social identities that align with those deemed to be superior according to societal rules and norms. It is often experienced as an absence of barriers related to a particular social identity (e.g., White privilege, straight privilege)” – Source: [Egale](#)

### Link to:

- 10 Actions You Can Take – Section 2.0





## 4.1 How Can You as a Leader Encourage Others to be Champions? (3 of 5)

### Empowerment:

When people are empowered to take actions, they feel they have the power to make changes and influence the outcome of a process for the better. However, empowerment is often thought of as an action or benefit that is given to teams or direct reports by their manager. This can make employees feel *disempowered*, because it implies that managers have the quick ability to give and take away power.

Instead of being viewed as a gift or possession, empowerment should instead be viewed as a workplace *characteristic*, co-created by managers and employees taking action to build an environment that is empowering for everyone.

By creating this empowering environment, you as leaders, will inspire others to take action to challenge the status quo, bring others into the conversation, and champion equity within the organization.

### Racialized, Black, and/or People of Colour Callout:

- Catalyst research conducted in Canada has shown that when leaders create an empowering environment where employees of colour feel autonomous and have the resources and support they need to succeed, their feelings of emotional tax are reduced. As a result, they feel valued for their uniqueness, are more open, and feel more inclined to stay in their current positions.

**Emotional Tax** is defined as: “The combination of feeling different from peers at work because of gender, race, and/or ethnicity, being on guard against experiences of bias, and experiencing the associated effects on health, well-being, and ability to thrive at work” - Source: [Catalyst](#)





## 4.1 How Can You as a Leader Encourage Others to be Champions? (4 of 5)

Below are examples in which you, as leaders, can empower others to be champions:

- Be a role model by sharing how you are moving out of your comfort zone, growing, learning, and tackling challenges related to inequity in the organization
- Gather and put suggestions in place for creating a more inclusive environment
- Foster a collective mindset amongst the team where it is everyone's responsibility to ensure that employee wellness and giving back to the community are top priority
- Create opportunities for team members to build genuine, respectful and trusting connections

### **“Aboriginal” and/or Indigenous Peoples Callout:**

- Support team members so they feel they can succeed, and feel comfortable sharing their Indigenous identity, lived experience, history, and culture at work





## 4.1 How Can You as a Leader Encourage Others to be Champions? (5 of 5)

### Consideration(s) for Intermediate / Advanced Organizations:

- Hold leaders accountable for how others within the organization are empowering their teams and cascading the importance of building a sense of belonging within the organization
- Understand how you and all leaders are role models for your team members through your behaviours and actions
- Ensure leader behaviours related to creating a sense of belonging are embedded into performance metrics to measure progress and hold leaders accountable

[Read Empowering Workplaces Combat Emotional Tax for People of Colour in Canada](#), written by Catalyst Canada.

### Link to:

- Guide to Sustaining Organizational Change – Section 2.3





# Encouraging Others to be Champions: Regional and Industry Considerations

## Industry: Agriculture

Below are initiatives that farmers across Canada can implement to maximize their participation in EDI efforts. Examples include;

- Ensure communications highlight the value and importance of programs focused on farmers from priority groups
- Use various communication channels (e.g. online, audio/visual, print) to deliver programs and information
- Ensure visuals used in all communications represent all priority groups (“You can’t be what you can’t see.”)
- Establish programs to connect new farmers to experienced farmers from priority groups
- Support farmers from priority groups in fostering their leadership skills and preparing them for board and other leadership positions
- Provide mentorship opportunities to help farmers from priority groups receive access to new information and social networks





## Scenario: Checkpoint 2

Jean realizes how important the role of leaders is in championing inclusive efforts and wants to support other leaders in getting involved. Jean is organizing a lunch and learn session with other leaders, including the Lead of Manufacturing, Research and Development and Supply Chain. Jean recognizes the importance of bringing others into the conversation and visibly championing organizational efforts, but they are concerned that leaders might not know how to get started. Jean wants to propose simple, tangible steps that they can all take.

**What examples of steps can Jean propose? Select all that apply.**

- Gather feedback from employees on how to create a more inclusive workplace
- Read employee feedback out loud to others
- Call out other leaders to speak about what they are doing and how they are feeling
- Focus on the language and words they are using
- Create opportunities for employees to build genuine connections with each other and empower them to champion equity in the workplace







## Scenario: Checkpoint 2 (Solution)

Jean realizes how important the role of leaders is in championing inclusive efforts and wants to support other leaders in getting involved. Jean is organizing a lunch and learn session with other leaders, including the Lead of Manufacturing, Research and Development and Supply Chain. Jean recognizes the importance of bringing others into the conversation and visibly championing organizational efforts, but they are concerned that leaders might not know how to get started. Jean wants to propose simple, tangible steps that they can all take.

**What examples of steps can Jean propose? Select all that apply.**

- Correct: Gather feedback from employees on how to create a more inclusive workplace
- Incorrect: Read employee feedback out loud to others
- Incorrect: Call out other leaders to speak about what they are doing and how they are feeling
- Correct: Focus on the language and words they are using
- Correct: Create opportunities for employees to build genuine connections with each other and empower them to champion equity in the workplace





# Additional Resources (1 of 2)

You can leverage additional resources to learn more about actions you can take to create an inclusive environment and sense of belonging as board members and leaders within your organizations. Consider the resources below!

- **American Psychological Association**
  - [Inclusive Language Guidelines](#)
- **Catalyst Canada**
  - [Getting Real About Inclusive Leadership: Why Change Starts With You](#)
  - [Empowering Workplaces Combat Emotional Tax for People of Colour in Canada](#)
- **Centre for Social Impact – Free to Grow**
  - [Getting into Team – Leveraging Power & Privilege: An Allies Toolkit](#)
- **Great Place to Work and Pride at Work Canada**
  - [Beyond Diversity: An LGBT Best Practice Guide for Employers](#)





## Additional Resources (2 of 2)

- **The519**
  - [Creating Authentic Spaces: A Gender Identity and Gender Expression Toolkit](#) (available in English and French)
- **University of British Columbia**
  - [Activating Inclusion Toolkit: Intentional Equity, Diversity, and Inclusion Decision-Making](#)
- **Fortay**
  - [Inclusive Leadership](#)

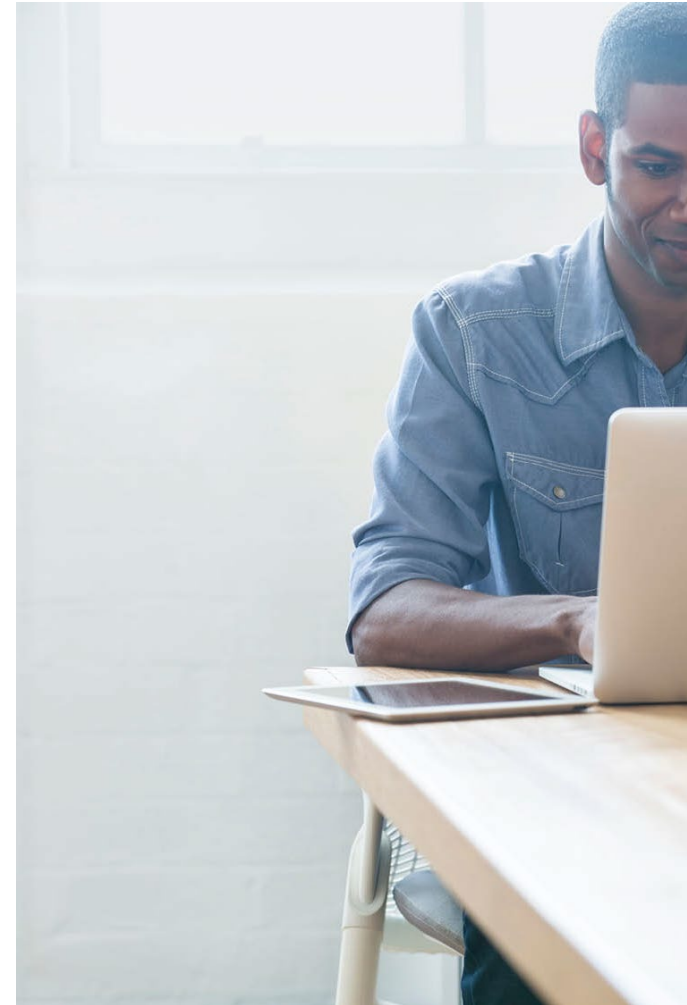




# Scenario: Conclusion

Jean is excited that they understand how to better support their employees!

They now feel much more equipped with the skills they need to create an inclusive environment and how to encourage other leaders to create a sense of belonging within the organization.





# What's Next?

Read the Guide to Sustaining Organizational Change.

This tool is focused on adapting systems and structures in place to be more inclusive, building access to opportunity, and sustaining culture change. As board members and leaders, you play an active role in building the organization's strategy, adapting policies and processes, and in sustaining change within the organization.





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