



Innovation, Science and
Economic Development Canada

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Canada

The 50 – 30 Challenge

What Works Toolkit: Mapping Your
Journey to 50 – 30





Why is The 50 – 30 Challenge Important for You and for Organizations Across Canada? (1 of 2)

The evidence is clear and abundant: organizations limited in diversity harness only a fraction of their talent's potential and leave opportunities for creativity, innovation, and impact untapped. When organizations **create access** to those opportunities and resources, bring **all** ideas and voices to the table, and **advocate** for inclusion, they see:

- Greater operational efficiency
- Increased capacity and capability to deliver leading services, and
- Improved employee satisfaction that will raise retention rates and instill feelings of belonging for years to come.

Pursuing and achieving the goals of the 50 – 30 Challenge will also strengthen our social fabric, build a stronger economy, and drive Canadian innovation on the world stage.





Why is The 50 – 30 Challenge Important for You and for Organizations Across Canada? (2 of 2)

Reaching this goal is not only about filling positions now, but thinking about the pipeline for decades ahead and how we can equip people to grow and develop into these positions.

Working towards the 50 – 30 Challenge is also about creating spaces where people feel they belong and are welcome, which can drive our long-term success and impact as organizations and communities.

A key part of driving that is considering access:

- **How do we create access to opportunity and resources, and make sure people are in a position to access these?**

With the 50 – 30 Challenge, the ultimate goal is for representation at the leadership and board levels, but it starts with making sure everyone has that access and opportunity from a young age, and identifying supports needed to reach and sustain that goal going forward.





Who is this Toolkit for?

The 50 – 30 Challenge is for all of Canada, and the What Works Toolkit is for all Canadians.

Every person has a role to play in building a strong, diverse, and inclusive economy. Whether you are a leader within a corporation, an owner of a small business, a manager within a not-for-profit organization, or a part-time employee, the What Works Toolkit has been designed to support you in your efforts to start the conversation, build inclusive, collaborative spaces, source the country's best talent, and champion equity within your workplace so that all Canadians have the access and opportunity to drive innovative impact.

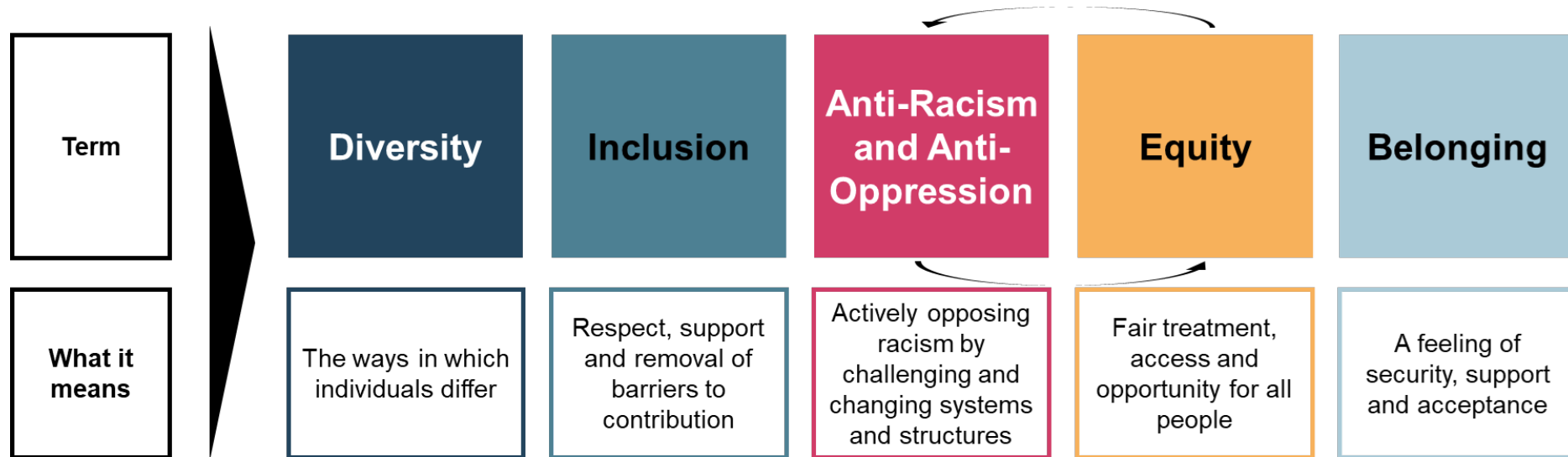
Together, let's build a Canada that harnesses the power of our diversity and where every person belongs.





The Spectrum of Belonging

By working towards this goal, **we are working together to create sustainable, successful organizations** with top talent, and creating spaces where everyone feels they are safe, welcome and respected.



Accessibility

- Individuals differ in what they can access and how
- It is key to remove barriers to improve accessibility for all
- Building equitable access and opportunity for everyone is key to fostering a sense of belonging for all





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.





How Can We Get There Together? (1 of 2)

This tool is a guide for each person to build their own path to completing the 50 – 30 Challenge. **By selecting different tiles** below, based on strengths and opportunities you want to address, **you will be directed to different parts of the toolkit**. By completing the tasks in each tile, you will work to develop psychological safety and promote a culture of belonging for everyone.

The What Works Toolkit focuses on actions that you and your organization can take **to contribute to sustained organizational culture change**.

Ultimately, to finish this game you can complete all the tiles! Where you start and how you work toward completing the tiles is up to you.

Psychological Safety is defined as: “An environment that encourages, recognizes and rewards individuals for their contributions and ideas by making individuals feel safe when taking interpersonal risks. A lack of psychological safety at work can inhibit team learning and lead to in-groups, groupthink and blind spots” – Source: [Gartner](#)





How Can We Get There Together? (2 of 2)

Using the tool:

Each of the tiles in the tool are categorized by Levels and Elements. To start, select a **Level** and an **Element** that lead to an area you'd like to focus on (the words in the "tile"). As a user, you can choose to learn about all Levels, not just the one that applies to your role. For example, if you are a leader, you can choose tiles that focus on the Leader level, and can also select any Level to focus on.

If you are looking for actions specific to your role in your organization, you can access the other What Works Toolkit tools that best meet your needs.

Legend for Bingo Sheet on next page:

- BL Guidebook = Board and Leader Guidebook
- STC = Starting the Conversation
- Talent Processes = Talent Processes Tool
- 10 Actions = 10 Actions You Can Take
- Guide to SOC = Guide to Sustaining Organizational Change

Examples of how you would use Mapping Your Journey:

- Workload is overwhelming your team, you would choose the tile where Team and Capacity meet.
- Your team is growing fast and needs direction, you would choose the tile where Organizational and Connectivity meet.



Mapping Your Journey to 50 – 30: Intersections

Level (across) Element (down)	Individual Employees' own feelings and experiences in the workplace.	Team Employees' views of intra and inter team interactions.	Leadership Employees' views of leadership and effects on teams and individuals.	Organizational Employees' views of business practices, policies, framework, values, etc.
Capacity Do employees manage workload and skills effectively as a team?	Skills development opportunities	Skills and task management planning across teams	Shared sense of task ownership	Team planning and leadership development
Capability Do employees feel supported through training, knowledge sharing, coaching, and mentoring?	Access to learning and resources	Knowledge sharing	Access to coaching, mentorship and sponsorship	Focused on building trust
Creativity Do employees feel empowered to think innovatively?	Empowering experiences	Strong participation and inclusivity	Active role-modelling of equitable and inclusive behaviour	Taking initiative is valued and openly encouraged
Connectivity Do employees have the tools, environment, and support to collaborate?	Tools for collaboration and participation	Strong collaboration	Leadership is accessible and flexible work is openly discussed	Infrastructure to support collaboration and training
Connectedness Do employees and leaders understand and enrich each other?	Strong sense of belonging	Strong team support and minimal feelings of social isolation	Leaders create a sense of belonging and purpose	Belonging and authenticity are valued
Compliance Do employees feel they are treated respectfully and fairly?	Respectful workplace behaviours	Team participation in respectful workplace behaviours	Leaders support and provide a respectful environment	Policies and processes for respectful behaviours

Mapping Your Journey to 50 – 30: Links to Tools

Level (across) Element (down)	Individual Employees' own feelings and experiences in the workplace.	Team Employees' views of intra and inter team interactions.	Leadership Employees' views of leadership and effects on teams and individuals.	Organizational Employees' views of business practices, policies, framework, values, etc.
Capacity Do employees manage workload and skills effectively as a team?	<ul style="list-style-type: none"> Talent Processes – Section 4.0 STC – Section 6.1 	<ul style="list-style-type: none"> Talent Processes – Section 2.0 Talent Processes – Section 3.0 Talent Processes – Section 4.2 	<ul style="list-style-type: none"> Guide to SOC – Section 2.2 Talent Processes – Section 2.1 Talent Processes – Section 3.0 Talent Processes – Section 5.2 	<ul style="list-style-type: none"> Talent Processes – Section 5.0
Capability Do employees feel supported through training and knowledge sharing, coaching and mentoring?	<ul style="list-style-type: none"> BL Guidebook – Section 1.0 10 Actions – Section 1.0 	<ul style="list-style-type: none"> Guide to SOC – Section 1.2 Guide to SOC – Section 1.3 	<ul style="list-style-type: none"> Guide to SOC – Section 1.3 Talent Processes – Section 3.0 	<ul style="list-style-type: none"> STC – Section 2.0 and 5.0
Creativity Do employees feel empowered to think innovatively?	<ul style="list-style-type: none"> BL Guidebook – Section 4.0 	<ul style="list-style-type: none"> 10 Actions – Section 3.0 STC – Section 6.1 	<ul style="list-style-type: none"> BL Guidebook – Section 2.0 BL Guidebook – Section 3.0 Guide to SOC – Section 2.4 	<ul style="list-style-type: none"> Guide to SOC – Section 2.2 Talent Processes – Section 2.2
Connectivity Do employees have the tools, environment, and support to collaborate?	<ul style="list-style-type: none"> Guide to SOC – Section 2.3 Talent Processes – Section 5.1 	<ul style="list-style-type: none"> 10 Actions – Section 3.0 STC – Section 5.0 	<ul style="list-style-type: none"> BL Guidebook – Section 2.3 	<ul style="list-style-type: none"> Guide to SOC – Section 1.2 Guide to SOC – Section 2.3 Talent Processes – Section 4.0
Connectedness Do employees and leaders understand and enrich each other?	<ul style="list-style-type: none"> STC – Section 4.0 STC – Section 6.0 	<ul style="list-style-type: none"> 10 Actions – Section 2.0 STC – Section 3.0 	<ul style="list-style-type: none"> BL Guidebook – Section 3.0 	<ul style="list-style-type: none"> Guide to SOC – Section 2.1 STC – Section 4.0 STC – Section 6.1
Compliance Do employees feel they are treated respectfully and fairly?	<ul style="list-style-type: none"> 10 Actions – Section 2.0 10 Actions – Section 3.0 	<ul style="list-style-type: none"> Guide to SOC – Section 1.1 Guide to SOC – Section 1.4 	<ul style="list-style-type: none"> BL Guidebook – Section 3.2 	<ul style="list-style-type: none"> Guide to SOC – Section 1.1 Guide to SOC – Section 1.4



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**Continue your
journey: Which
tool is next for
you?**





About Each Tool

Tool	Description
Mapping Your Journey to 50 – 30 (This Tool)	This tool is the landing page and gives a guide on how to reach the 50 – 30 Challenge. Organizations can select different tiles within the “map”, based on strengths and opportunities they might want to address to be directed to different parts of the toolkit.
10 Actions You Can Take	This tool provides individuals with 10 actions they can take to work towards the goal of the 50 – 30 Challenge. It is divided into 3 sections: learning and reflection, starting the conversation, and making a difference.
Starting the Conversation	This tool is intended to provide leaders with a framework for understanding where, when and how to start the conversation, and what “starting the conversation” means.
Talent Processes Tool	This tool is intended to support organizations in adapting talent processes to be more inclusive and equitable, and promote the advancement of priority groups across the talent lifecycle.
Board and Leader Guidebook	This tool is a handbook to support leaders and board members in modelling inclusive behaviours, creating open spaces and a sense of belonging within their organizations, and encouraging others to be champions.
Guide to Sustaining Organizational Change	This tool is focused on adapting systems and structures in place to be more inclusive, build access to opportunity, and track and measure progress to sustain culture change.

