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Canadian Centre for Diversity and Inclusion
Centre canadien pour la diversité et l'inclusion

Measuring Progress in Diversity & Inclusion

March 18, 2019

Calgary, AB

Presenter: Anne-Marie Pham, MPA

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Canadian Centre for Diversity and Inclusion
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About CCDI

The Canadian Centre for Diversity and Inclusion is a unique national charity dedicated to diversity and inclusion, with a focus on workplaces.

We provide:

- Networking & learning events in 18 cities across Canada,

- 9 conferences per year,

- Webinars (40+ per year in English and French),

- Canada's largest eLibrary on diversity and equity,

- Cutting edge new research reports and toolkits (free at www.ccdi.ca).

Founding Employer Partners:

CCDI wishes to acknowledge and thank our Founding Employer Partners, without whose continued support we would not exist.
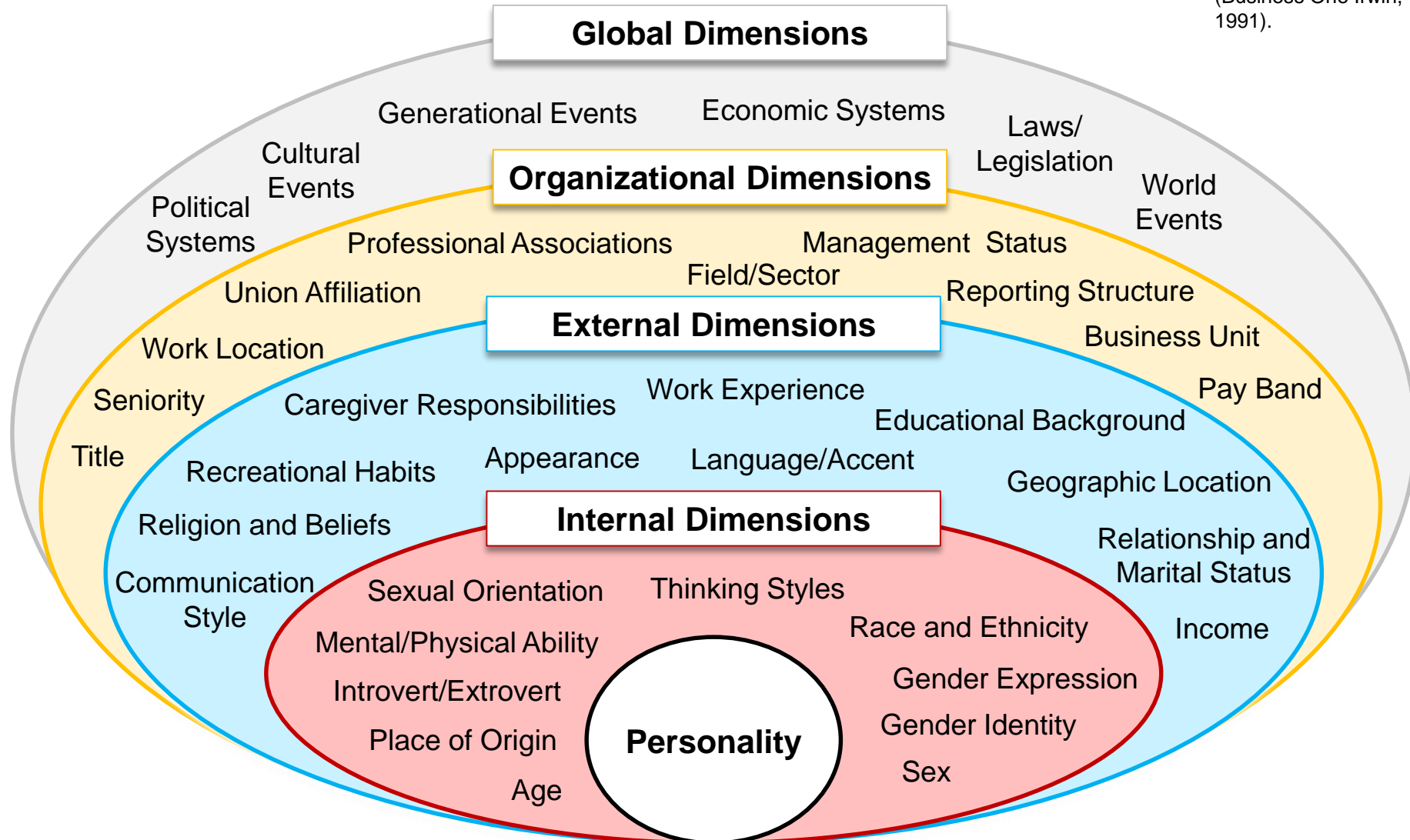
Accenture	Cisco	City of Calgary	Deloitte	Dentons Canada
GTAA	HSBC Bank Canada	Husky Energy	ICBC	McCarthy Tétrault
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Scotiabank	Simon Fraser University	Sodexo		

200+ Employer Partners to date

Why diversity and inclusion?

The business case for municipalities

Dimensions of diversity

Global Dimensions

Generational Events   Economic Systems   Laws/Legislation

Cultural Events

Organizational Dimensions

Political Systems   World Events

Professional Associations   Management   Status

Field/Sector

Union Affiliation   Reporting Structure

External Dimensions

Work Location   Business Unit

Pay Band

Seniority   Caregiver Responsibilities   Work Experience

Educational Background

Title   Appearance   Language/Accent   Geographic Location

Recreational Habits

Religion and Beliefs   **Internal Dimensions**   Relationship and Marital Status

Communication Style   Sexual Orientation   Thinking Styles

Race and Ethnicity   Income

Mental/Physical Ability   Gender Expression

Introvert/Extrovert   Gender Identity

Place of Origin   **Personality**   Sex

Age

The Business Case for Measurement.

1. Increased employee engagement and satisfaction.

2. Better reflection of the people we serve and the city we live in.

3. Smarter design and delivery of municipal programs and services.

4. Equitable access to public programs and services.

5. Sustainable development in light of social and demographic changes, evolving needs, expectations, and financial constraints.

6. Risk mitigation: reputation, human rights and labour complaints etc.

   - Diversity Dividend versus Diversity Debt

Global Diversity & Inclusion Benchmarks (GDIB)

Measuring the Maturity Level of Organizations

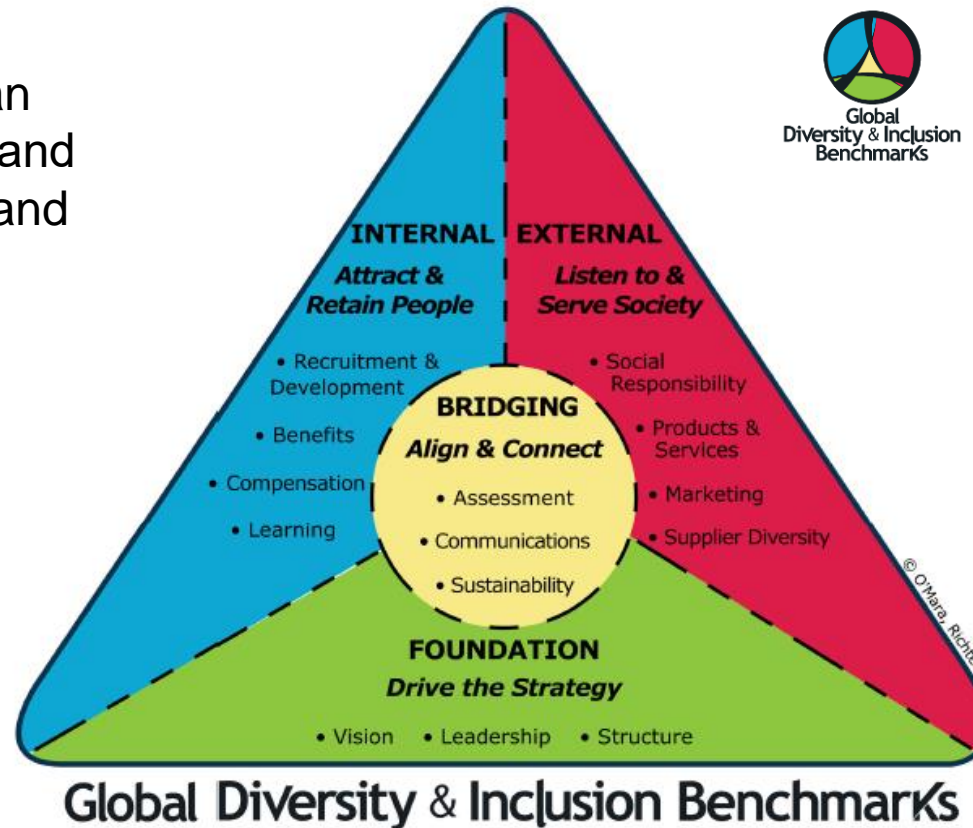# Global Diversity and Inclusion Benchmarks.

Global Diversity and Inclusion Benchmarks©.

Standards that will support an organization's development and implementation of Diversity and Inclusion strategies:
- 4 big groups.
- 14 categories.
- 5 levels in each category.

Level 5 = best practice.

Maturity Meter

O'Mara, J. Richter, A. (2016), *Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World*, The Diversity Collegium

14 Categories in 4 Groups.

Foundation
Drive the Strategy

1. D&I Vision, Strategy, and Business Case
2. Leadership and Accountability
3. D&I Structure and Implementation

Bridging
Align and Connect

8. Assessment, Measure, and Research
9. D&I Communications
10. Connecting D&I and Sustainability

Internal
Attract & Retain People

4. Recruitment, Retention, Development, and Advancement
5. Benefits, Work-Life Integration, and Flexibility
6. Job Design, Classification, and Compensation
7. D&I Learning and Education

External
Listen to & Serve Society

11. Community, Government Relations, and Social Responsibility
12. Products and Services Development
13. Marketing and Customer Service
14. Supplier Diversity

Municipal D&I Scorecard

- **Internal:**
  - Diversity Census and Inclusion Survey.
  - Workforce Analysis against market availability.
  - Statistics re: STD, LTD, EFAP usage, employee relations / union complaints, harassment and discrimination complaints, turnover rate, and exit interview results by demographic.
- **External:**
  - Diversity Demographics Trends Analysis.
  - Pulse Surveys.
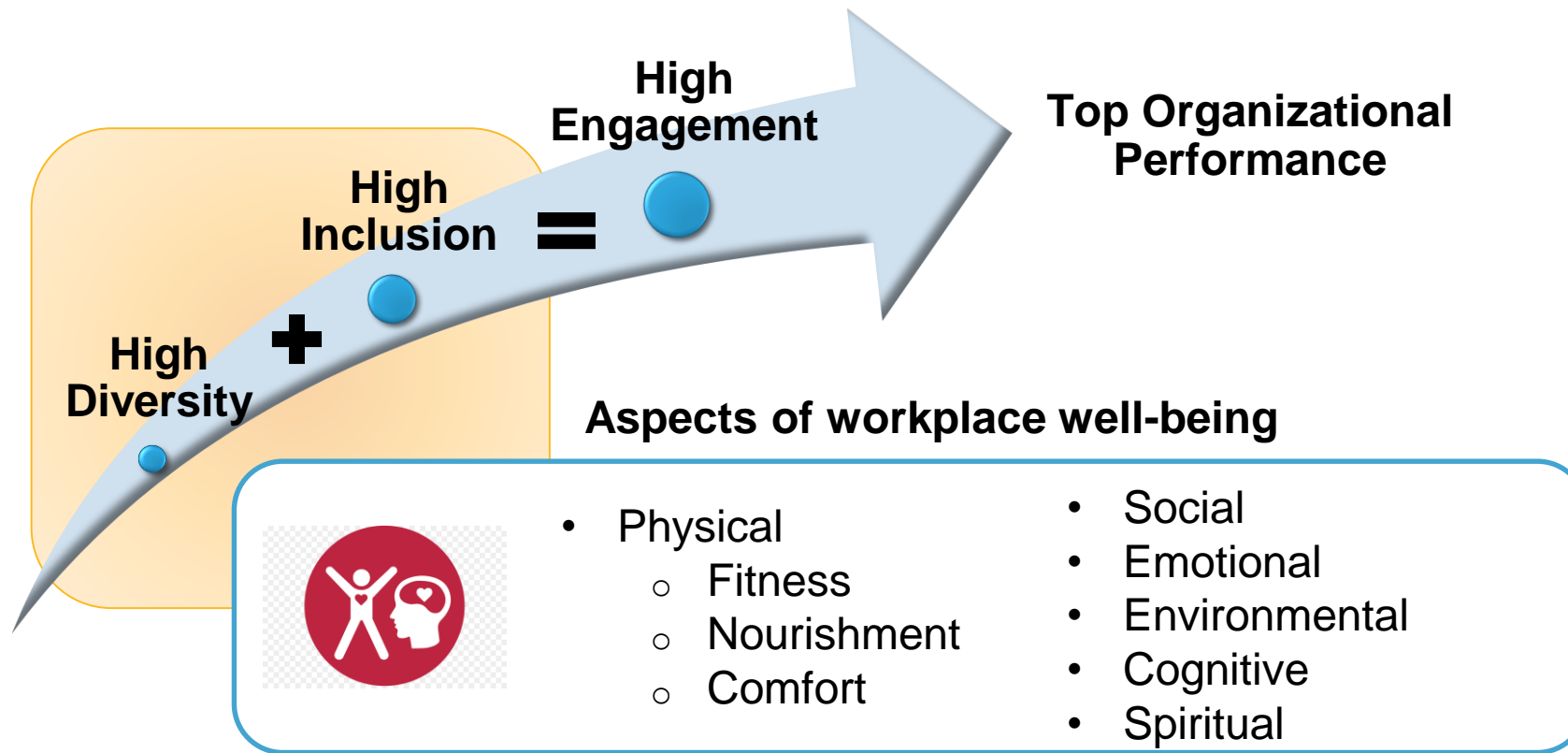 - Community Consultation, Engagement & Satisfaction.
- **Multi-Sectorial Collaboration, Support and Influence**
  - D&I Collective Impact Network (HR, CNS, Communications, Council, D&I office, Community Advisors, industry, government etc.).

Measurement Example

Intersection of Diversity, Inclusion & Wellness

Intersection of Diversity, Inclusion & Wellness

High Diversity **+** **High Inclusion** **=** **High Engagement** → **Top Organizational Performance**

Aspects of workplace well-being

- Physical
  - Fitness
  - Nourishment
  - Comfort
- Social
- Emotional
- Environmental
- Cognitive
- Spiritual

Adapted from the Innovative Workplace Institute

Reference: Lowe, G. (2014). *The wellness dividend: How employers can improve employee health and productivity.*
Reference: Siddall, K. (2013, August 13). A broader view of wellness. In *Benefits Canada.*

Reference: Swiegers, G. Toohey, K. (2012), "*Waiter, is that inclusion in my soup? A new recipe to improve business performance*" *Research Report*, Deloitte Australia and the Victoria Opportunity & Human Rights Commission.

What does our data say?

	Organization A			
	Women's agreement	Person with a Disability agreement	Women with a Disability agreement	Overall Agreement
My organization is committed to and supportive of diversity.	80.17%	77.78%	76.92%	78.77%
At my organization, I feel included.	54.70%	40.74%	**38.46%**	56.04%

Thank you | Merci

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