

2020

# FACE OF LEADERSHIP™

**Inclusive Leadership Forum**  
Event Summary and Resource Guide



**Vancity**

MINEROLA

# INTRODUCTION FROM VANCITY

In this year's Face of Leadership™ Inclusive Leadership Forum, we heard from inspirational speakers how a diverse talent pool leads to greater innovation; the importance of having an intersectional approach to diversity, equity and inclusion; and that it's vital to make space for diverse voices, including Indigenous, Black and people of colour.

When COVID-19 hit, the people already vulnerable or disadvantaged were the first and hardest hit. The pandemic didn't create inequality but revealed in significant ways the widespread and systemic inequities that exist within our communities. And in the early weeks of the pandemic, employment losses among women were over twice as high as among men.

However, it's equally important to remember that the pandemic also showed us what is possible when we come together in common purpose to meet a shared challenge. Minerva's Face of Leadership™ Scorecard and Gender Diversity Pledge unites us to advance women in leadership and share best practices to create inclusive workplace cultures.

Vancity is proud to be with like-minded peers willing to support and hold one another accountable to ensure gender equity, as well as broader diversity, equity and inclusion in the workplace.

## ABOUT MINERVA

Minerva BC is a charity that is dedicated to advancing the leadership of women and girls.

For two decades, we have helped women across British Columbia expand their capacities through education, mentorship, and leadership training. We envision a world where all women and girls have the skills, opportunity, and confidence to lead.

Our approach to leadership isn't about shaping people into a mold; it's about helping women develop a leadership identity that is authentic to them as individuals. We support and mentor women and girls in our programs as they identify their values, discover their strengths, and develop their skills. These are the tangible assets they require to move forward with confidence and purpose. We also connect women with peers and mentors to learn from and grow together, because we know there is strength in community.

While never losing sight of the individuals we serve, we simultaneously push the industries women are working in to do better by them. Since 2015, we've been tracking the representation of women in leadership positions through our Face of Leadership™ BC Scorecard. Together with our Diversity Pledge and full suite of initiatives, we've become a trusted source of truth and partnership for the BC business community. In doing so, we're helping to raise the bar on leadership, making it stronger and more inclusive.

The Face of Leadership™ is changing, but it's not changing fast enough. Women are still underrepresented in business and community leadership roles in British Columbia and beyond. To accelerate progress, we're inspiring more women to step into leadership while removing barriers to their success. At Minerva, we do what we do because we know that when women lead our communities are stronger. When we elevate women, we all rise.

**Mary Jane Joe of the Ntli'kepmx Nation** opened our Face of Leadership™ Forum with a welcome and land acknowledgement.

“In this era of reconciliation, we give land acknowledgments. Where did this land come from that we are sitting on? It is a very respectful practice. We acknowledge the peoples who have been living here for thousands of years before Europeans settled here. We honour the ancestors of the past. In this day and age, we no longer ignore them. We honour their legacy, their history, and their traditions.

## ABOUT THE INCLUSIVE LEADERSHIP FORUM

During Gender Equality Week, representatives from 60 organizations joined us to hear from others who are committed to advancing women in leadership and creating inclusive workplace cultures where all employees can thrive. To highlight this work, we created an agenda that blended practical strategies and case studies, along with presentations about what it means to take an intersectional approach to equity, diversity, and inclusion.

This was our second year hosting a public Forum. Minerva has been working on addressing systemic barriers to gender equality in the workplace for many years, most notably through our Face of Leadership™ Scorecard and Gender Diversity Pledge.

Thank you to the participants, amazing speakers, and Forum sponsors, BCLC and KPMG, for the ongoing commitment to change the Face of Leadership™ in BC.

We are grateful to Vancity for sponsoring this Summary Guide. We hope it will be a valuable resource to revisit key takeaway points, explore ways to apply learnings in the workplace and life, and to dive deeper into the content through the highlighted resources.

## Participating Companies

- |   |                                       |   |
|---|---------------------------------------|---|
| ACEC-BC                                 | HR Tech Group                         | Reconciliation Canada                   |
| BC Construction Association             | ICBC*                                 | Relic Entertainment Inc.                |
| BCLC*                                   | KPMG*                                 | Resort Municipality of Whistler         |
| Best Buy Canada*                        | Ledcor                                | Rio Tinto                               |
| Builders Code                           | Leith Wheeler                         | SAP*                                    |
| Camosun College                         | Mercer International                  | SCWIST                                  |
| Canfor*                                 | Metrie Canada Ltd*                    | Stantec                                 |
| Canopy Growth Corporation               | Metro Vancouver                       | Stk'emlupsemc te Secwepemc Nation – SSN |
| Catalyst Inc                            | Miller Thomson                        | Strikepoint                             |
| Center of Training Excellence in Mining | MNP                                   | Teck Resources Limited*                 |
| City of Vancouver*                      | Next Gen Men                          | TELUS Communications Inc.*              |
| Clio                                    | NorLand Limited                       | The Inclusion Project                   |
| Corix Group of Companies*               | Northern Development Initiative Trust | Tolko Industries Ltd.*                  |
| D-Wave Systems                          | Pan American Silver Corp              | Unbounce*                               |
| D'Avella Consulting                     | PeopleSucceed                         | Vancity*                                |
| Diversio                                | Post Media                            | Westcana Electric                       |
| Domain7 Solutions Inc.                  | PromoteHer                            | Women's Enterprise Centre               |
| Finning International Inc*              | PwC*                                  | YMCA Northern BC                        |
| Harbour West                            | Real Estate Foundation BC             | YVR Vancouver Airport Authority         |

\*Companies that have signed [Minerva BC's Diversity Pledge](#)  
 Note: all underlined text in this report is hyperlinked

# GLOSSARY

The following are terms which were used during multiple Forum presentations.

## **Anti-racist (1)**

According to author and professor of history and international relations, Ibram X. Kendi, it is not enough to simply say you are not racist. Instead, we must actively strive to be antiracist through actions, thoughts, and engagement. Kendi defines an Antiracist as “One who is supporting an antiracist policy through their actions or expressing an antiracist idea”.

## **Calling People In (versus calling people out) (2)**

Calling People In refers to creating an opportunity to explore deeper and make meaning together. Seeking to find a mutual sense of understanding across differences. This is effective when we are seeking to understand or learn more, and when we are focused on reflection not reaction.

## **Intersectionality (3)**

The intertwining of social identities such as gender, race, ethnicity, nationality, social class, ability, age, religion, sexual orientation, and/or gender identity, which can result in unique experiences, opportunities, and barriers (definition provided during Catalyst presentation).

## **Land Acknowledgement (4)**

Land acknowledgements (or territorial acknowledgement) are formal statements usually performed at the beginning of a gathering, event, or meeting which acknowledges the colonial context of the Indigenous territory/territories where a gathering is taking place. It recognizes relationships between land and people, and in particular Indigenous peoples' continued presence on the lands being acknowledged. Over the past decade, land acknowledgements have become more mainstream as awareness of reconciliation and Indigenous issues has grown.

## **Radical Candor (5)**

From the book, *Radical Candor: Be a Kick Ass Boss Without Losing Your Humanity* by Kim Scott. Radical Candor™ is about caring personally while challenging directly. At its core, it is feedback that is kind and clear, specific, and sincere. Principles of Radical Candor are taught in Minerva's Women Leading the Way™ program.

## **Systemic Racism (6)**

Systemic racism consists of organizational culture, policies, directives, practices, or procedures that exclude, displace, or marginalize some racialized groups or create unfair barriers for them to access valuable benefits and opportunities. This is often the result of institutional biases in organizational culture, policies, directives, practices, and procedures that may appear neutral but have the effect of privileging some groups and disadvantaging others.

## **Unconscious or Implicit Bias (7)**

Biases form the invisible lens through which we all subconsciously see the world. They are adaptive processes that allow our prior knowledge and experience to inform our present-day decisions and actions. For example, a hiring manager who has had positive experiences hiring employees who graduated from a certain program or university, may form a bias towards hiring candidates who attended that program. They might develop a habit of shortlisting those candidates for interviews without further evaluation. Ultimately, Unconscious or Implicit Bias can be considered a “mental shortcut” that our brain makes when faced with a choice.

1 <https://www.ibramxkendi.com/how-to-be-an-antiracist-1> pg.13

2 <http://www.racialequitytnea.org/wp-content/uploads/2018/09/Interrupting-Bias--Calling-Out-vs.-Calling-In-REVISED-Aug-2018-1.pdf>

3 Original source: 12 Diversity + Inclusion Terms You Need to Know. New York. Catalyst. May 30, 2019

4 <https://guides.library.ubc.ca/distance-research-xwi7xwa/landacknowledgements>

5 <https://www.radicalcandor.com/the-book/>

6 <https://www.ontario.ca/document/data-standards-identification-and-monitoring-systemic-racism/glossary>

7 Definition adapted from: <https://neuroleadership.com/your-brain-at-work/unconscious-bias-in-brain>

# WHAT WE LEARNED - DAY 1

## Opening Presentation - COVID-19 and Gender Equality

Challenges and Opportunities

Tina Strehlke, Minerva BC, CEO

### Session Overview:

Tina opened the Forum with an overview of how the coronavirus pandemic has impacted women, the challenges and opportunities for employers, and what this means for advancing inclusion and gender-equity in the workplace.

### Presentation Notes:

- COVID-19 has had a disproportionate, destructive, and regressive impact on women.
- Women's jobs have been found to be nearly twice as vulnerable as men's, due in large part to the high concentration of women working in sectors most impacted by the pandemic: retail, food services, accommodation, and hospitality.
- Women's labour force participation has dropped to 55% - the lowest it has been in 30 years.
- Economists like Armine Yalnizyan have identified the situation as a "she-cession", arguing that our response requires different tactics than previous recessions because of the gendered nature of the job loss.

**"Women are more vulnerable to COVID-19 related economic impacts because of existing gender inequalities."**

- McKinsey

### Key Takeaways:

- Seek to understand and track job losses in your organization to see if women are impacted more significantly and/or differently; prioritize women and non-binary people when hiring resumes.
- Accelerated workplace changes: working from home, flexible work, work/life integration.
- Broader recognition that child-care is necessary social infrastructure; exploring how business can play a role in advancing this goal.
- Better leadership – more empathetic, human, and values-based.
- Organizations are paying attention to equity + inclusion.



### 5 GOOD IDEAS\*

- 1 Invest in childcare as critical social infrastructure
- 2 Reduce the gender imbalance re: responsibility for unpaid work
- 3 Create truly flexible workplaces
- 4 Apply an equity lens through the recovery process
- 5 Make promoting equality part of your leadership

\* Credit to Maytree Foundation

### Resources:

- The Prosperity Project <https://canadianprosperityproject.ca/>
- A Feminist Recover Plan for Canada <https://www.feministrecovery.ca/>
- RBC Thought Leadership: Pandemic Threatens Decades of Women's Labour Force Gains <https://thoughtleadership.rbc.com/pandemic-threatens-decades-of-womens-labour-force-gains/>
- CFC Vital Signs report: Gender Equality in Canada. Power Issue. [https://communityfoundations.ca/wp-content/uploads/2020/10/CFC-VS-National-Report\\_Power\\_EN.pdf](https://communityfoundations.ca/wp-content/uploads/2020/10/CFC-VS-National-Report_Power_EN.pdf)

### Stay Connected:

@tstrehlke @minervabc @minervabc @minervabc

# WHAT WE LEARNED - DAY 1

## Holding Leaders Accountable for DEI Results

Michele Mawhinney, VP, People and Sustainability, Vancouver Airport Authority (YVR)

### Session Overview:

A diverse talent pool and greater innovation are economic benefits when women are attracted and retained in the workplace. In this session, Michele shared strategies for creating more inclusive workplace cultures.

### Presentation Notes:

- To change the culture, and help advance women at YVR, Michele started by bringing together all the women in management to find out: what was working, what was challenging, and what could be done differently to advance women faster.
- The experiences of the women were shared with men on the leadership team, who were then asked to step up and intervene when they saw challenging situations arise.
- For new hires, a form is used to capture the steps a hiring manager takes to ensure diverse candidates are included in the talent pool. These include identifying where the position was advertised and a summary of sourcing strategy and hiring decisions. Each form is reviewed and signed off by the CEO.
- Unconscious bias training for the management team enabled challenging and questioning existing procedures and practices without blame.
- As part of an organizational commitment to a diverse and inclusive workforce, YVR has identified stretch diversity targets to achieve by 2022.

### Key Takeaways:

- Include the employees who you want to support in the process - don't assume you know what all the issues are.
- Men need to be brought on the journey to gender equality because they need to understand their role and what being an ally looks like.
- Targets are critically important. They help you measure and progress faster because you can see where you are at and they level the playing field.
- Direct support and engagement from the CEO and senior management is essential for success.

## KEY TAKEAWAYS

- Get passionate and start the revolution
- Find your allies
- Involve the women on your team
- Know your numbers, set targets and publish them
- Leverage what you can from your organization



### Stay Connected:



[@YVRAirport](https://twitter.com/YVRAirport)



[@yvrairport](https://www.instagram.com/yvrairport)



[www.yvr.ca](http://www.yvr.ca)

# WHAT WE LEARNED - DAY 1

## Closing the Promotability Gap: How Organizations can Accelerate Gender Balanced Leadership

Lisa Martin + Jennifer Deane, Co-Founders, PromoteHer

### Session Overview:

In this session, PromoteHer co-founders Lisa and Jennifer shared strategies to accelerate gender-balanced leadership by closing the promotability gap.

### Presentation Notes:

Research shows that three things hold women back from promotions:

- A lack of understanding of how they are perceived by their leaders
- A lack of performance feedback
- Less access to opportunities that enable career advancement

### Key Takeaways:

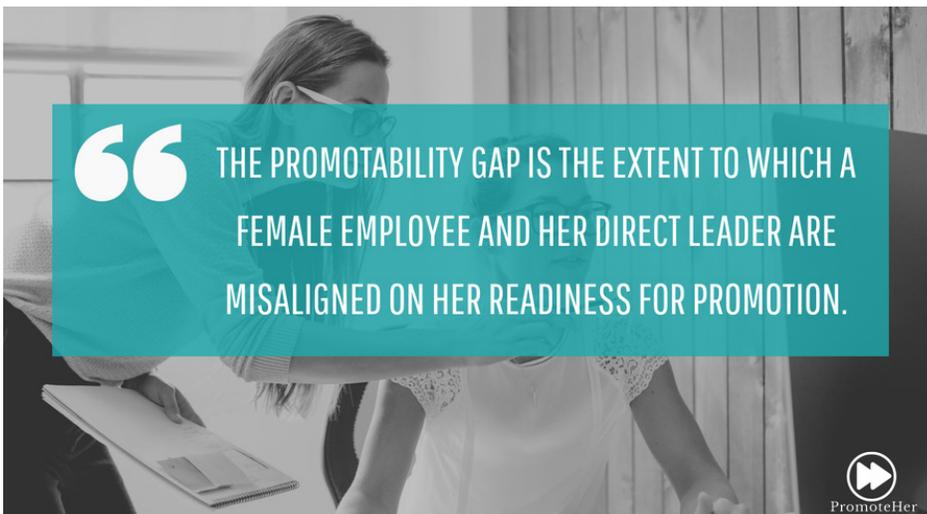
Opportunities to reduce these obstacles include:

- Having a clear performance plan or work plan
- Engaging in career conversations to better understand goals and requirements
- Finding a formal mentor and cultivating a relationship with a sponsor
- Taking on a stretch role or cross-functional assignments

### Application:

Three actions to close the promotability gap:

- Foster employee-direct leader alignment through commitment to measurement and policy
- Prepare women for promotion: assess their skills and provide training
- Clear the path to promotion through equitable and transparent access to career-advancing opportunities



### Stay Connected:



[@promoteher](#)



[@promotehernow](#)



[www.promotehernow.com](http://www.promotehernow.com)

# WHAT WE LEARNED - DAY 2

## What Happens at the Intersection?

Ruth Mojeed, CEO, The Inclusion Project

### Session Overview:

The groundswell of anti-racism support has motivated organizations to revisit their approach to equity and inclusion. In this session, Ruth shared some learnings, from lived experience, on the intersection of gender and race from an organizational point of view. The multilayered, systemic nature of inequalities were explored.

### Presentation Notes:

- The wage gap is deeper for racialized women. For example, in Canada, Black women earn 59 cents on average for every dollar non-racialized men earn.
- Black women face greater barriers to getting jobs compared to White women and other racialized women. This is especially true for well-paying jobs.
- Many racialized women hold jobs that are not reflective of their experience and education.
- Despite gains in educational attainment, Indigenous people continue to be underrepresented in Canada's labour market.
- The economic damage of the pandemic has hit women especially hard. Since March, unemployment among BC women aged 25 and up has risen from 6.6% to 9.9%.

**"Diversity is a simple fact of life; inclusion is what we do about it."**

### Key Takeaways:

- It is imperative organizations understand and consider the many factors and challenges that people face.
- Creating equitable workplaces is a long-term strategy; it must be woven through the fabric of an organization.
- The idea of an inclusive workplace is to enable, affirm and empower experiences and perspectives that may have been unacknowledged or unappreciated in any context.
- Organizations need to be transparent about where they are on their inclusion journey and give employees the option to put their hand up to help. Conducting an audit and using an inclusion maturity model can help assess where your organization is at.

What is an Inclusive Workplace?

An inclusive workplace is a cooperative, collaborative, open, fair, curious, accountable environment where:

- People have a voice and their voices and experiences are represented in leadership
- People are accepted and valued uniquely
- People can collaborate with others with diverse talents, experiences and worldviews
- Intentionally focus on inclusive practices such as supporting an encouraging minorities within decision-making and representation in leadership
- People have a sense of belonging

### Stay Connected:



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[@theinclusionproject](#)



[www.theinclusionproject.com](http://www.theinclusionproject.com)

# WHAT WE LEARNED - DAY 2

## Building Inclusive Cultures

Anna Kimbovskaia, COO + Co-Founder, Diversio

### Session Overview:

This session focused on the important role data plays for organizations in accelerating diversity and inclusion. Anna shared data collected by Diversio, which demonstrates the value of aligning equity and inclusion initiatives with the values and experience of employees.

### Presentation Notes:

Anna shared some impactful statistics to show how social values influence business decisions. Consider:  
76% of millennials conduct follow up research to see whether a business is walking the talk  
73% of consumers will stop purchasing from a business that does not support social justice

The business case for equity, diversity, and inclusion is clear. For organizations to effectively address these issues, they need data. For example, in an engagement survey, if you can see that men score 9/10 on culture, BIPOC men score 7/10, women score 5/10, and BIPOC women score 3/10 on culture, it is easier to pinpoint and address the systemic barriers related to race and gender.

**"It is no longer acceptable for organizations to just send someone to sit on panels to speak to their D+I initiatives or to celebrate pride once a year."**

### Key Takeaways:

- Diversity + inclusion is a holistic, end to end approach for organizations
- There is an unprecedented need and expectation for organizations to measure, track and improve diversity + inclusion internally and support marginalized and under-presented groups externally
- It is necessary to collect data and track it over time

Advance D&I long-term through data and analytics

#### Data.

Use a data-driven approach to track your company's progress against a set of goals. Establish a baseline and measure yourself against predetermined metrics.

#### Transparency.

Report on your progress publicly. Include internal diversity & inclusion and information about your representation and vendors (if applicable). Share this information on social media and on your website to maintain accountability.

#### Tracking.

Regularly review your response strategy and pivot if you are falling short of goals. Ask your employees and customers to provide feedback on your progress. Engage with criticism, this is how you grow.

### Stay Connected:



[@aklimbovskaia](https://twitter.com/aklimbovskaia) [@diversioglobal](https://twitter.com/diversioglobal)



[www.diversio.com](http://www.diversio.com)

# WHAT WE LEARNED - DAY 2

## Upstanders + Bystanders

Jake Stika, Executive Director, Next Gen Men

### Session Overview:

This workshop challenged participants to shift from being a bystander to an upstander. While bystanders can see that something is wrong, they don't act, while upstanders take action in a difficult situation.

### Presentation Notes:

A common reason for inaction is the belief that "I can't make a difference." But for targets of harassment, the response of bystanders makes a meaningful difference:

- Inaction or reluctance to get involved can magnify the effects of harassment
- Actions can interrupt the harassment, support the target, and help prevent future harassment

### Application:

The 5 D's of being an Upstander as defined by Hollaback! Each scenario is unique and different options of intervening are available to different people, but the 5 D's give you five options for how to be an upstander:

#### 5 D's

- **Direct:** this is an attempt to de-escalate the situation without engaging the individual in debate or argument. For example, saying "Hey, that's not okay" or "That language is disrespectful."
- **Distract:** this strategy aims to interrupt the incident without directly engaging the individual or necessarily addressing what's happening. For example, moving closer to the person being targeted and engaging them in casual conversation (even if you don't know them).
- **Delegate:** draw the attention of another colleague or bystander who may be in a better position to intervene and get them involved.
- **Delay:** this strategy is used after an incident. Ask those affected if they are okay, ask them if there is any way you can support them and offer to help them make a report.
- **Document:** as a follow up, document responsibly, record details and ask the person affected what they want to do with the recording or documentation.

## Upstander

An upstander is any person who knows what's happening is wrong and does something to make things right.



### Stay Connected:



@therealstika @nextgenmen



@NextGenMen



@NextGenMen



[www.equityleaders.org](http://www.equityleaders.org)

[www.ihollaback.org](http://www.ihollaback.org)

# WHAT WE LEARNED - DAY 3

## Empowering Workplaces to Combat Emotional Tax for People of Colour in Canada

Erin Davis, Director Corporate Engagement, Western Canada, Catalyst  
Makel  Saiidi, Director Corporate Engagement, Central Canada, Catalyst

### Session Overview:

In the report, Empowering Workplaces to Combat Emotional Tax for People of Colour in Canada, Catalyst found a worrisome story of Emotional Tax and consequent attrition. In this workshop, Erin and Makel  explored the ways that employers can start to counter these feelings by creating empowering work environments for their employees.

### Presentation Notes:

77% of women and men of colour report being highly on guard in the workplace\*\*. Despite this, 86% of those highly on guard to bias aspire to positions of leadership at work.

### Application:

Catalyst recommended four steps to creating an empowered workplace:

- Talk to employees and encourage discussions of sharing about unique experiences
- Trust employees to do their job, and give autonomy to do it when/where works best for them
- Stand by employees, back them up, and help them develop/grow
- Equip them with the resources needed to do their job to the best of their ability

**"Learning about emotional tax made me really see how intersectionality impacts my work, but also may impact so many other colleagues in different ways."**

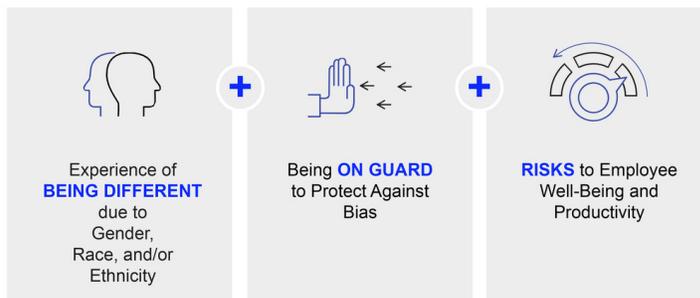
- Comment from the chat

### Key Takeaways:

Talking about intersectionality in the workplace is critical:

- Marginalized people carry the burden of educating the dominant group – this takes a toll
- Not talking about our identities ignores that which makes us unique
- People fear making mistakes – saying the wrong thing and being penalized for it
- Support given in silence is not support
- Members of underrepresented groups can fear being viewed as a stereotype if they speak out

## What is Emotional Tax?



Sources: Dnika J. Travis and Jennifer Thorpe-Moscon, Day-to-Day Experiences of Emotional Tax Among Women and Men of Color in the Workplace (Catalyst, 2018).

### Stay Connected:



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@catalystinc



[catalyst.org](https://catalyst.org)

\*\* Day-to-Day Experiences of Emotional Tax Among Women and Men of Color in the Workplace, by Travis and Thorpe-Moscon, Catalyst, 2018  
<https://www.catalyst.org/wp-content/uploads/2019/02/emotionaltax.pdf>

# WHAT WE LEARNED - DAY 3

## Inclusion + Equality: Making Space for Indigenous Voices

Nikki Fraser, Indigenous Advocate

### Session Overview:

In this session, Nikki Fraser, an Indigenous advocate and a proud mom of two from the Secwépemc Nation, shared how her dedication to Indigenous inclusion and experience with advocacy work has helped her with the understanding that Indigenous voices are vital to all conversations.

### Presentation Notes:

Nikki shared her knowledge on making space for Indigenous voices, how her journey started, and the advocacy work she has taken on to increase the representation and inclusion of Indigenous voices. She also discussed how the interconnectedness of the Sustainable Development Goals (SDGs), United Nations Declaration of the Right of Indigenous Peoples (UNDRIP), and the Truth and Reconciliation (TRC) 94 Calls to Action create a framework for change.

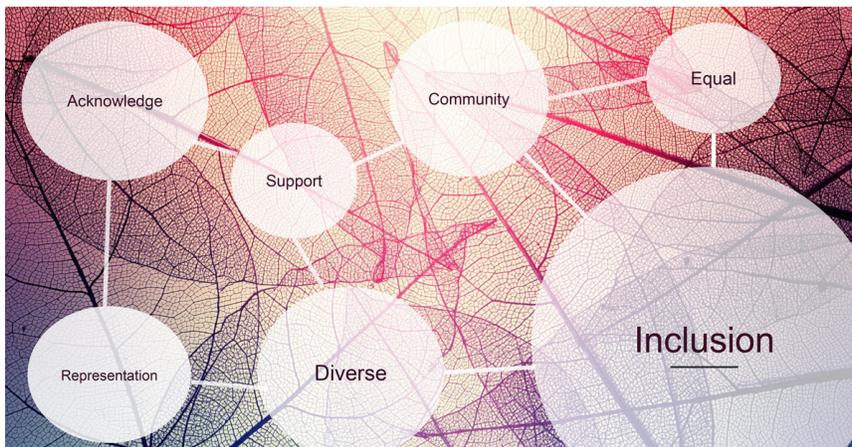
### Application:

Nikki's blueprint for a starting point to approach Indigenous inclusion:

- Equitable: Remove the blanket, or one size fits all, approach.
- Acknowledging: Learn about the diverse indigenous groups within your region and the unique barriers they may face.
- Inclusion: Identify the systemic barriers in your region and help remove them to create equitable access for all.

### Key Takeaways:

- In British Columbia, there are 203 First Nations and 34 Indigenous languages with approximately 60 dialects spoken. When thinking about Indigenous inclusion, you can't treat Indigenous people, language, and culture as a monolith. To be successful, you must build relationships.
- There are three Indigenous groups in Canada: First Nations, Métis, and Inuit, each with their own unique cultural requirements when it comes to inclusion.



www.nikkifraser.ca - UOV

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### RESOURCES:

**Interactive map which provides comprehensive information on First Nations communities throughout BC**

<https://www.bcafn.ca/first-nations-bc/interactive-map>

**First Peoples Interactive Map which explores languages, arts and heritage of Indigenous peoples in BC**

<https://maps.fpcc.ca/>

**Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls 231 Calls to Action**

<https://www.mmiwg-ffada.ca/final-report/>

**Truth and Reconciliation 94 Calls to Action**

[http://trc.ca/assets/pdf/Calls\\_to\\_Action\\_English2.pdf](http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf)

**SDGs – Goal 5 Gender Equality and Goal 10 Reduced Inequalities**

<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

**UN Declaration on Rights of Indigenous Peoples (UNDRIP)**

<https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html>

**BC UNDRIP**

<https://www2.gov.bc.ca/gov/content/governments/indigenous-people/new-relationship/united-nations-declaration-on-the-rights-of-indigenous-peoples>

**Stay Connected:**



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[www.nikkifraser.ca](http://www.nikkifraser.ca)

# WHAT WE LEARNED - DAY 4

## Engaging Leaders at All Levels

Kara Biles, Director, Learning + Leadership, Canfor  
Ted Ockenden, Director, Corporate Services + Facilities, BCLC  
Rishi Sharma, Project Manager, Builders Code

### Session Overview:

In this session, our panelists discussed the practices and key actions they have taken at their workplace to advance equality and create more inclusive workplace cultures. Short presentations were followed by a Q+A moderated by Tina Strehlke, CEO of Minerva BC.

#### Ted's Presentation Notes:

- For success to happen, the work needs to be grassroots as well as modelled and supported by leadership.
- BCLC has focused on increasing the representation of women in leadership and has also worked to include LGBTQIA2S+ and increase opportunities for people with disabilities.
- Ted noted that with this work, you might stub your toe sometimes, but the best response is to embrace it, learn, and grow.
- To create a better workplace for employees and better communities, we are always asking ourselves, "what does a better BCLC look like?"
- BCLC has invested in leadership development for employees and has been a long-time supporter of Minerva's Women Leading the Way™ program.

#### Rishi's Presentation Notes:

- Women represent less than 5% of skilled trades people in the province. The BCCA has set a goal to increase this to 10% by 2030. The Builder's Code program was designed to support this goal.
- The benefits for employers include increased safety and productivity, as well as being seen as a progressive employer of choice.
- The Builders Code includes the Acceptable Worksite Pledge, HR policies designed for small and large organizations, free HR consultation, training for all levels of staff, and an employer Scorecard and annual awards program.
- With respect to learning, Rishi noted that for employees to truly learn, you need to use scenario-based learning. Creating face-to-face (virtual) connections with people and using storytelling helps engage learners in diversity and inclusion training.

#### Kara's Presentation Notes:

- Canfor has been working to advance diversity and inclusion for many years. CEO commitment has been strong and steady: Canfor was one of the first companies to sign the Minerva Gender Diversity Pledge in 2015.
- The senior leadership team worked with an external consultant to align their vision and approach. This was key to engaging managers and employees across the organization.
- Leaders are encouraged to have hard conversations, to listen to employees' experiences, and understand how they are feeling.
- Beyond saying what matters, it's showing what matters and having leadership speaking loudly and repeatedly on the values of your inclusive culture.
- Leadership has to walk the talk and model the behaviour they expect of others. It goes beyond the policy--it's about how you do the training.

#### Resources:

The Builder's Code: Don't Be a Tool  
[www.builderscode.ca/training/crew/](http://www.builderscode.ca/training/crew/)

#### Stay Connected:



@ThisisBCCA @bcbuilderscode  
@BCLC @CanforCorp



[www.builderscode.ca/](http://www.builderscode.ca/)

# WHAT WE LEARNED - DAY 4

## Intentional Hiring: How Clio Used Quotas to Increase the Representation of Women

Ainsley Robertson, Manager of Developer Experience, Clio

### Session Overview:

In 2018, Clio was about to initiate a big hiring push that would nearly double the size of its 61-person software engineering team. This session shared the story of how Clio meaningfully changed the makeup of their software engineering team by using a gender quota. Ainsley shared successes and lessons learned.

### Presentation Notes:

- The HR team recognized the risk of further homogenizing their 87% male team and opted to use a gender quota. The underlying goal was about performance: a homogenous team is not an option for a company that has goals as aggressive as Clio.
- The team knew that Clio was well-positioned to use a quota, because they had been laying the groundwork for some time with respect to employee education and engagement.
- Key strategies included using research, data, and setting targets. The team understood that they needed to increase the number of women entering the recruitment funnel from 10% to 35%. The ultimate quota was based on number of qualified hires, not the number of qualified candidates.
- Additional strategies: open and transparent communication with employees, candidates, and new hires. No one was hired just because they identified as a woman and everyone understood the reason why this approach was taken.

**“Let women know your company is not only ready for them, but that you need them.”**

### Results of Clio's efforts:

- Increase in other diversity metrics which resulted naturally by hiring more women
- Women's engagement scores are higher than men's indicating this group feels very supported
- A snowball effect in women's leadership with an increase from one woman in management to five
- Increase from 13% women in engineering at the start of the hiring push (June 1, 2018) to 25% December 31, 2018 (currently at 27%)

### Application:

It is never too early to start talking about career progression and development planning.

Clio didn't just increase team diversity, they followed through to ensure new under-represented hires would be successful. Some of the things they provided:

- Coaching circles for women to increase confidence
- Role modelling by having more women in management
- Individualized career development plans
- Intentional focus on growth of women, promotions, and merit increases
- Alignment on expectations for the first 30-60-90 days
- Open communication on what new hires are struggling with and what they need
- Use of Radical Candor
- Employee-driven Diversity, Inclusion, Belonging + Equity (DIBE) Programs and ongoing DIBE training

### Resources:

**Julia Evans' Brag Document:**  
<https://jvns.ca/blog/brag-documents/>

**How we doubled the representation of women in Engineering at Clio, Roberson**  
<https://labs.clio.com/how-we-doubled-the-representation-of-women-in-engineering-at-clio-2d9a4a1a0282>

### Stay Connected:



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[www.clio.com/about/](http://www.clio.com/about/)

# WHAT WE LEARNED - DAY 4

## Pay up for Progress: Tackling the Gender Wage Gap

Leslie Collin, Director of People and Culture, Unbounce

### Session Overview:

While most companies know about the gender pay gap —and want to minimize it—it can be hard to know how or where to start. In this session, we learn how Unbounce is tackling the wage gap internally and externally with their Pay Up for Progress initiative and challenge for the tech sector.

### Presentation Notes:

According to Statistics Canada, a woman earns \$0.92 for every \$1 made by a man in Canada, even after adjusting for differences in industries, occupations, and rate of part-time work. The gap is worse for different groups of women, including racialized women, trans women, and women living with disabilities (2016 Canadian census). For example:

- Indigenous women working full time earn an average of 35% less than non-Indigenous men, earning 65 cents to the dollar
- Racialized women working full-time earn an average of 33% less than non-racialized men, earning 67 cents to the dollar
- Newcomer women working full-time earn an average of 29% less than non-newcomer men, earning 71 cents to the dollar
- Women living with disability in Canada working full and part-time earn approximately 53 cents to the dollar when compared to the earnings of non-disabled men, equaling a pay gap of around 46% (2012 Canadian survey on Disability)

**“When women feel they are being treated unfairly, or don’t see opportunity for advancement, they become dissatisfied and companies lose great talent.”**

### Application:

- Don’t let not having data be a barrier. Start with what you have – most companies collect at least binary gender data and have salary information for everyone.
- Compare the average woman and man’s salary – this is your unadjusted pay gap.
- If you find you have a gender pay gap, dig deep to find out where those individual gaps show up.
- There are fair and unfair reasons for wage gap. Ensure you have clarity on your compensation structure and include fair reasons for pay differences (i.e. length of service, geographic location).
- Create an action plan to fix the gap. Adjust the pay and be transparent with employees on the why.

## What is the Pledge?

### The Pay Up for Progress Pledge

The pledge is a commitment made by your company to complete a gender pay parity analysis and outline a plan of action to address what you find.

This pledge is open to all companies—including those that have already started the process, those that have achieved pay parity and are committed to continual assessment, and those that don’t know where to begin. Part of the process is figuring out a timeline and goals that make sense for your business, and by pledging you’ll receive support to take the first step.



### Resources:

**#PayUpForProgress. Take the Pledge to prioritize pay parity:**  
<https://unbounce.com/pay-up-for-progress/>

### Stay Connected:



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# Kamloops Virtual Breakfast

BONUS  
CONTENT

## Practicing Conscious Inclusion

Acacia Pangilinan, ED, Kamloops Chamber of Commerce  
Tricia Turner, Senior Manager, Enterprise Risk Management, BCLC  
Tina Strehlke, CEO, Minerva BC  
Wyle Baoween, CEO, HRx Technology

### Session Overview:

This session, held during Gender Equality Week, created opportunity for Kamloops participants to understand foundational terminology and knowledge to foster meaningful conversations about diversity, inclusion, and unconscious bias in our organizations. Tina Strehlke and Wyle Baoween outlined the common types of bias we experience and how it affects our decisions and actions. During the session, practical ways to interrupt and reduce the influence of bias in the workplace were shared, as well as discussion about discrimination and racism.

### Presentation Notes:

Wyle started by having participants consider the daily challenges faced by left-handed people in a world designed for right-handed people. This led into a discussion about privilege, power, fairness, opportunity, and inclusion. Wyle reminded us that there are three types of diversity:

- Inherent diversity is related to human differences that we can't control or change: gender, race, age, disability, sexual orientation, or socio-economic background
- Acquired diversity is our experience, culture, function, language
- Together, these two dimensions equal the ultimate form of diversity = Thought diversity

Tina reviewed the impact of implicit bias which happens when we automatically make assumptions and decisions that impact some people and groups more adversely than others. Uncovering and recognizing our biases is something we must do to improve decision-making, build inclusive teams, and increase employee engagement.

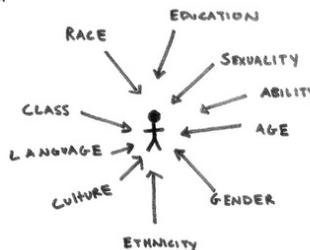
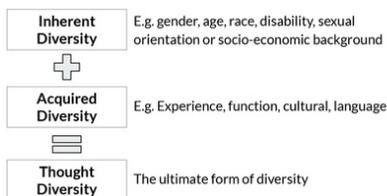
### Application:

Research shows humans are subject to 150 biases. Unconscious biases are shaped by our experience and environment and can influence our perceptions, attitudes, and behaviours without conscious intentions. You cannot train yourself or your team members not to have unconscious bias. Instead, you need to seek ways to interrupt bias and design systems and processes to reduce bias.

### Diversity

The range of human differences such as race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. These are called 'diversity dimensions'.

There are three types of diversity:



HRx | Practical Solutions for Equity, Diversity and Inclusion

MINERVA

### Resources:

#### Minerva BC Face of Leadership Scorecard + Gender Equality Pledge

[www.faceofleadership.ca](http://www.faceofleadership.ca)

#### 5 Biases affecting decision-making

<https://neuroleadership.com/your-brain-at-work/seeds-model-biases-affect-decision-making/>

#### HRx Technology

<https://hrx.tech/>

## STAY IN TOUCH

Thank you to everyone who participated in the Forum. We enjoyed learning along side you.

Here are additional ways to stay involved with Minerva BC and continue the journey to achieve inclusive leadership and gender equality in BC:

## WOMEN LEADING THE WAY™

[www.minervabc.ca/women-leading-the-way/](http://www.minervabc.ca/women-leading-the-way/)

Our approach to leadership isn't about shaping people into a mold, it's about helping women develop a leadership identity that is authentic to them as individuals. We support and mentor women as they identify their values, discover their strengths, and develop their skills.

Our signature program, which supports the advancement of established women leaders, has been reimagined into a blended approach featuring online content, video-conferencing, and where possible in-person meetings.



The LIFT Speakers Series was created to facilitate important conversations that redefine leadership. These virtual hour-long events follow a similar format to the Forum with feature speakers and topics focused on leadership, gender diversity, and inclusion.

## FACE OF LEADERSHIP™ GENDER DIVERSITY PLEDGE

[www.faceofleadership.ca/face-of-leadership-pledge/](http://www.faceofleadership.ca/face-of-leadership-pledge/)

Our Diversity Pledge is a commitment to seven principles towards advancing women in leadership. They align with the UN Women's Empowerment Principles and with best practices around accelerating gender balance in organizations. Through the Pledge, CEOs, and top-level leaders, demonstrate a commitment to take action to advance women in the workplace.

## EMERGING LEADERS PROGRAM

Launching in March 2021, Minerva is introducing a new online leadership program designed for aspiring and early career leaders. Over three months, participants from a wide range of industries and sectors will focus on learning on making the shift from individual contributor to manager, increasing self awareness and confidence, and developing new skills and strengths for leadership.

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Minerva BC works on the unceded and traditional territory of the Squamish, Tsleil-Waututh, and Musqueam people.