

the

FACE OF LEADERSHIP™

INCLUSIVE LEADERSHIP FORUM

2022

20, 21, 22 SEPTEMBER

GENDER EQUALITY WEEK

EVENT SUMMARY
+ RESOURCE GUIDE
#INCLUSIVELEADERSHIPFORUM

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ABOUT MINERVA BC

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.

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 Inclusive Leadership Forum, 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. To accelerate progress, we're inspiring more women to step into leadership while removing barriers to their success.

ABOUT THE INCLUSIVE LEADERSHIP FORUM

Minerva's Inclusive Leadership Forum has grown from a small circle of business leaders to a virtual event with 200 participants hosted during national Gender Equality Week. Our intention has always been to ignite conversations that matter.

This year we were thrilled to welcome 20 expert speakers, and a diverse group of attendees from 78 organizations including businesses, non-profits, and government.

We are grateful to our sponsors: BCLC, Best Buy, PwC Canada, Odium Brown Limited, and the Real Estate Foundation of BC (REFBC), for making this event possible, and for their ongoing commitment to change the Face of Leadership™ in BC.

We hope this resource guide will remind you of the key takeaway points, and provide inspiration to continue applying your learning.

Together we are raising the bar on leadership, making it stronger and more inclusive.

OVER-MENTORED, UNDER-SPONSORED: TIPS TO SUPPORT WOMEN'S CAREER DEVELOPMENT

Tina Strehlke,
CEO, Minerva BC

Sponsoring relationships are vital to women's career development, yet many women are over-mentored and under-sponsored. This workshop helped attendees identify career support they can ask for, and offer to others.

SESSION HIGHLIGHTS + KEY POINTS

- Skills training, such as leadership development or career advancement programs, helps move women into leadership roles.
- The role of sponsor can be thought of as a spectrum of behaviours which progresses over time as trust and relationships are built (Source: Herminia Ibarra).
- Sponsor stages include:

Mentor: provide advice, support, coaching

Strategizer: share insider information, strategize on how to get ahead

Connector: make introductions to influential people, talk them up with your peers

Opportunity Giver: provide a high visibility opportunity

Advocate: publicly advocate for a promotion, speak for them in settings where they can't speak for themselves

Tina
Strehlke



“What's different about sponsorship is that we are using our power for others. We are using our professional, personal, and political capital to benefit someone else.”

IDEAS FOR ACTION

Use sponsorship at different intervention points in a person's life:

- **Youth:** serve as a role model, provide access to skill development and opportunities to practice leadership
- **Emerging Leaders:** offer advice and opportunities, and bring along to meetings
- **Mid-level Leaders:** raise their name in conversations with opportunities and making introductions

RESOURCES

[A Lack of Sponsorship is Keeping Women from Advancing into Leadership - Herminia Ibarra](#)

[Designing Leadership Programs for Women that Really Work - Herminia Ibarra & Kathleen O'Connor](#)

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EMPLOYEE COVERING: HELP YOUR TEAM TO BE THEMSELVES

**Carol Markwei, Training and Development
Manager, Paladin Security Group Ltd.**

When employees are concerned about being judged or discriminated against for their unique identities, they engage in “covering” behaviour to “fit in”. This workshop offered strategies for creating workplaces where employees can bring their whole selves to work.

SESSION HIGHLIGHTS + KEY POINTS

- The session started with a video that everyone loved! (link below)
- Covering is downplaying of known stigmas of our identities to make the majority feel more comfortable. Many people feel the need to hide something about their personality, or life, to blend in at work.
- Microaggressions are everyday, subtle, intentional – and oftentimes unintentional – interactions or behaviors that communicate some sort of bias towards historically marginalized groups.
- 61% of people have felt they needed to engage in covering behaviour. This includes 83% of LGBTQ2S+ Individuals; 79% Black; 67% Women of Colour; 66% Women; 45% Straight White Men.
- Employees may cover in the following ways:

Appearance: Altering the way they look

Affiliation: Avoiding behaviours that are stereotypically associated with one of their identities

Advocacy: Avoiding standing up for their group

Association: Avoiding contact with others who share their identities

Carol
Markwei



I used to chemically straighten my hair because I felt like that was the professional thing to do, and that was how to be seen as serious at work.

IDEAS FOR ACTION

Navigating microaggressions as an ally:

- Remember that impact matters more than intent
- Try to understand the experiences of marginalized peers, bosses, and employees without making them responsible for your education
- Believe your colleagues when they choose to share their insights; don't get defensive or play devil's advocate

RESOURCES

[Inclusion & The Power of Diversity – Accenture Video](#)

[Uncovering Talent: A New Model of Inclusion - Kenji Yoshino & Dr. Christie Smith](#)

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ASKING FOR A RAISE STARTS WITH DEMYSTIFYING COMPENSATION

Annika Reinhardt,
Compensation Strategist,
Talent Collective

Crystal Henrickson,
Leadership & Career
Coach, Talent Collective

In this session we learned some compensation lingo, increased our money self-awareness, and learned how to advocate for a raise. Individuals walked away with practical tips to take ownership of their career, and managers learned how to support transparent compensation communication in their organization.

SESSION HIGHLIGHTS + KEY POINTS

- Terminology:
 - Total Cash Compensation** = base salary + short-term incentives (i.e. bonus)
 - Total Compensation** = total cash + long-term incentives (i.e. equity)
 - Total Rewards** = total compensation + rewards like time-off, benefits, retirement planning, etc.
- A salary listed as 'competitive' should be paying above market rate and in the 75th percentile or higher.
- A pay policy describes the pay position an organization takes within a defined market. It is set as the midpoint of a salary range, reflective of what the organization is willing to pay an employee that is fully proficient in their role.
- Salary ranges grow with career level. In early career roles an employee can move through the range quite quickly as it is smaller and becoming proficient or excellent in the role is easier. More senior roles will have bigger salary ranges and will take much longer to become proficient or excellent in the role.
- In order to advocate for yourself, you need to have a strong understanding of where you are currently sitting within the salary range.
- Our relationship with money is based on our culture, family, upbringing, and society and this can impact us when we are asking for a raise, or when someone is asking for a raise.

IDEAS FOR ACTION

Tips for salary negotiation:

- Set goals early and keep track of your achievements.
- Be mindful of timing – give your manager time to prepare. Be aware of salary review and budgeting cycles.
- Go into your 'ask' prepared to share your wins and ways you will continue to add value in the future.
- Make specific dollar or percentage asks for salary increases.

RESOURCES

[How I Keep Track of My Career Accomplishments + Template – Lauren Holliday](#)

[Payfactors Compensation Data Sets](#)

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talentcollective.co

INCLUSIVE HIRING PRACTICES

Tara Robertson, Diversity, Equity and Inclusion Consultant and Coach

Carol Graziani, Director, Diversity & Inclusion, Best Buy Canada (Moderator)

In this session, we learned how to shift hiring practices to engage historically underrepresented talent and show that inclusion is a priority for our organizations. Tara offered practical tips on understanding culture, enhancing employer brand, writing a good job posting, structuring interviews to limit bias and auditing hiring pipeline data.

SESSION HIGHLIGHTS + KEY POINTS

Tips for how to write a good job posting:

- Be clear about the must haves and nice to haves
- Avoid unnecessary education requirements
- Use Textio to audit and neutralize language
- Reach out to candidates in a way that speaks to community interest
- Include the salary range
- Ensure the process is accessible

Structuring interviews to manage bias:

- Tell candidates what to expect in your hiring process – including the number and format of interviews, length of process, etc.
- Take action to interrupt unconscious bias when shortlisting resumes, like using scorecards to evaluate applicants
- The details matter - make sure to pronounce names correctly, recognize and use pronouns, and ensure needs or accommodations are appropriately met
- Be kind – remember that the interview process is a vulnerable place for a job seeker

Tara Robertson



I encourage you to avoid hiring for ‘cultural fit’. If your organization is homogenous, you will end up hiring more people like you. Instead, reframe this to ‘culture add’. Look for people who are bringing something different and extra.”

IDEAS FOR ACTION

- Think beyond immediate networks when referring people to your organization
- Provide interview questions in advance to allow interviewees to think through their responses
- Review and revise job descriptions and interview questions to be more equitable

RESOURCES

[Inclusive Hiring: There's a Lot More than Posting on the Right Job Board - Tara Robertson Consulting](#)

textio.com

biasinterrupters.org/founder/

lilyzheng.co

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MOVING BEYOND INCLUSION: INDIGENOUS LEADERSHIP IN TECHNOLOGY

Lauren Kelly, Director Sector Transformation, First Nation Technology Council (FNTC)

Imagine a world where technology, and the technology industry, is shaped by Indigenous wisdom. Unfortunately, there are currently only 1.2% of Canada's ICT roles being held by Indigenous people. In this session we learned how the FNTC is increasing Indigenous leadership in BC's technology sector while advancing reconciliation as the industry responds to the TRC's Calls to Action.

SESSION HIGHLIGHTS + KEY POINTS

- The digital economy in Canada is quickly expanding but few labour market intelligence tools meet the needs of Indigenous communities.
- FNTC survey found that only 4% of employer respondents thought stereotypes, hidden barriers or discrimination were among the biggest barriers to hiring Indigenous people, yet 42% of Indigenous people experience, or know they may experience, racism in the workplace.
- In BC, 94% of households have access to broadband speeds of 50/10 Mbps. Only 40% of rural communities and 38% of rural Indigenous communities have access to the same speeds.
- Indigenous people are Rightsholders, not Stakeholders. For many years, Indigenous leaders have fought tirelessly for recognition of their Rights & Title (Section 35 of the Indian Act). The Calls to Action emphasize the importance of recognizing UNDRIP, building meaningful relationships, pursuing sustainable economic development projects, and investing in education and cultural competency training.

Lauren Kelly



We wanted to build an initiative to work with dedicated companies that not only wanted to hire Indigenous talent, but were really willing to reflect deeply on the systemic changes they might need to make internally.

IDEAS FOR ACTION

- Encourage Indigenous Peoples to sustainably participate in the tech sector by addressing the systemic, workplace, and interpersonal barriers currently faced (including digital inequity).
- Improve Indigenous representation in technology through financial support for education and training and raising awareness of opportunities.

RESOURCES

[Indigenous Digital Equity Strategy](#)

[TAP Network D+I Resource Hub](#)

[TAP Network D+I Training](#)

[Deyen: Canadian History through the Lens of Indigenous Women \(online course\)](#)

[Truth and Reconciliation Commission of Canada: Calls to Action](#)

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PANEL DISCUSSION: REIMAGINING LEADERSHIP ON BOARDS

Zahra Esmail, CEO, Vantage Point

Neelam Sahota, CEO, DIVERSEcity Community Resources Society

Trish Mandewo, Founder & CEO, Synergy Executive& Boards Consulting Group

Jessie Williams, Director of Business Development and Communication, New Relationship Trust (Moderator)

There is a pressing need to increase the representation of women and other equity-deserving groups on public, private, and non-profit boards. The guest speakers in this session offered advice and wisdom on how to create an environment where all board members can thrive.

SESSION HIGHLIGHTS + KEY POINTS

- Bringing diversity to boards means not only diverse faces, but also diverse experiences, shared power and collaborative learning and action.
- With distinct responsibilities and balanced power, boards can be more collaborative.
- Having diversity on boards ensures the right questions are being asked, but most people don't understand the importance of diverse voices or how to share power.
- Diversity on boards is hard work: there must be "grace and space" to try things and make mistakes.
- If we want to move to a greater culture of inclusion, we need to be open and vulnerable, and learn together so we can dismantle the need to be right or be experts all the time.

Trish Mandewo



When I reimagine boards, I see a board that will be efficient because it has diversity of thought at the table, and is effective because the right questions are being asked.

IDEAS FOR ACTION

- Develop an equity model to support board recruitment.
- Move towards a spectrum of guiding on boards opposed to just governing. Guiding gives more space and nimbleness than original governance structures.
- Create environments where new board members do not have to assimilate into a dominant culture; everyone should feel open to bring their full selves and unique perspectives.
- Mentorship, diversity in pairs, and good board orientation are key to welcoming new board members and ensuring they feel able to make change in the boardroom.

PANEL DISCUSSION: REIMAGINING LEADERSHIP ON BOARDS



RESOURCES

[Inside the Boardroom: How Boards Really Work and the Coming Revolution in Corporate Governance](#)

[Synergy Executive and Boards Consulting Group](#)



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PANEL DISCUSSION: EMPLOYEE RESOURCE GROUPS THAT WORK

Jay Brewster, Program Manager, Diversity, Inclusion, & Belonging, Shaw

Denise Gonçalves, Senior Global Director - Business Development Cloud, SAP

This panel discussed Employee Resource Groups, shared ways to create value for individual employees, while working towards the organizations' equity and inclusion goals.

SESSION HIGHLIGHTS + KEY POINTS

- Shaw's ERGs have had impact across the organization. Some examples: using gender inclusive language in documents, policies and people practices; including additional data and stats to include questions on sexual orientation, gender identity and gender expression; lending 2SLGBTQIA+ support to leaders, employees, families, and customers; and supplying gender transitioning support to employees.
- SAP's Business Women's Network (BWN) has been on a 15 year ongoing journey to support women's leadership, career advancement and foster a sense of inclusion. This includes 90 chapters and 16,000 members globally. Priorities for BWN are:

Networking: Internal and external, and building relationships and partnerships

Leadership Development: Career development, mentorship and sponsorship

Celebrating Success: Amplifying successful careers and celebrating role models

Walking the Talk: Being accountable, driving accountability and creating an allyship culture



Jay Brewster

We were participating in Pride but we weren't really doing anything internally for our organization, for our employees and their families, or for our leaders. So, I got involved and started our very first Employee Resource Group, PRIDE@Shaw.

IDEAS FOR ACTION

- Increase visibility by sharing (with permission and without tokenization) lived experiences through blogs, videos, and chats.
- Recognize opportunities for collaboration: use opportunities like Women's History Month to highlight experiences of Black women, Indigenous women, women with disabilities, and queer women.
- Create safe space through use of inclusive language and incorporating pronouns.
- Ensure your community partners are doing work that aligns with your values and can help you and your organization learn on the journey.
- Broaden internal outreach to make sure you're reaching employees across the organization.
- Use gender inclusive language in policies, programs, and practices.

RESOURCE

[ERGs that Drive Business – Jennifer Brown Consulting](#)

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APPLYING BEHAVIORAL INSIGHTS TO CULTIVATE DIVERSITY AND INCLUSION

Dr. Sonia Kang, Associate Professor, University of Toronto, Fellow, Institute for Gender + the Economy

Lisa Fuller, Director, People Development and Operations, BCLC (Moderator)

In this session Dr. Sonia Kang discussed practical steps to increase women's participation and success in the workplace by changing systems and structures, instead of changing women.

SESSION HIGHLIGHTS + KEY POINTS

- Previous DEI efforts haven't worked because they focused on fixing people instead of fixing systems.
- Attempts to eliminate workplace discrimination have focused on helping women and minorities navigate biased environments or fixing those who engage in discriminatory behaviour.
- Diversity training, like unconscious bias training, has poor outcomes. In some cases, there is no impact, and in others, it leads to even less diversity in leadership.
- Research shows that changing HR processes has significant impact:

Recruitment: Removing gendered language from job postings has shown to increase the number of women applying, and the overall number of applicants for the position.

Promotion: More women advance into leadership positions when they are automatically included in the process instead of self-selecting into the process.

Dr. Sonia Kang



Systemic problems require systemic solutions. We need to really move towards addressing systems, structures and policies that are creating and perpetuating biases.

IDEAS FOR ACTION

- De-bias your job postings by neutralizing the language.
- Reframe to a default where those who qualify (are past the threshold requirements for the job) are automatically considered for the position and can opt-out if they aren't interested.

RESOURCES

- [For The Love of Work: Dr. Sonia Kang's Podcast](#)
- [Behavioural Insights to Cultivate Diversity and Inclusion](#)
- [Why Diversity Programs Fail](#)
- [5 Easy-to-Use Tools for Gender Writing Analysis](#)

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INTERSECTIONALITY AND INCLUSIVE LEADERSHIP

Diana Kamau, Community Organizer, Women Transforming Cities

This session offered an introduction to the concept of intersectionality and how it applies to leadership. Diana explained how intersectionality can be used as a tool for analysis and decision making, and how we can bring this lens into our day-to-day work.

SESSION HIGHLIGHTS + KEY POINTS

“Intersectionality is a metaphor to understand how multiple forms of inequality or disadvantage sometimes compound themselves and create obstacles that often are not understood within conventional ways of thinking about anti-racism or feminism or other social justice advocacy structures.” (Source: Kimberlé Crenshaw)

- Language and ideas around Intersectionality go back to 1851 with ‘Ain’t I a Woman’ by Sojourner Truth.
- As leaders, we can use an intersectional framework to consider how members of our team are affected by different discriminations and disadvantages and how that impact their experience at work.

Questions for a leader to think about to move towards an intersectional approach:

- What perspectives are needed to understand the issue?
- What systems of power are at work?
- How is the issue affecting different groups of people?
- Who is being heard and who is not being heard?
- What are the barriers to employees feeling like they belong in the workplace?



Diana Kamau

We have multiple identities that intersect, and these identities create unique forms of discrimination. Discrimination cannot be dismantled without thinking about everything.



IDEAS FOR ACTION

- Make it known that feedback is welcome and create the conditions for this to be true.
- Create flexible policies – one example is a flexible statutory holiday policy.
- Take Space, Give Space:
 - Speak up so that others like you see you speak up.
 - Give space by bringing up others’ ideas in the room for discussion.
- Amplify other voices and give credit to voices that are typically dismissed.
- Show solidarity: speak up first and take the burden off a marginalized person to have to say something.
- Use your privilege to counteract narratives that lead to discrimination in the workplace.

RESOURCE

[Flexible Statutory Holidays Policy - Animikii Indigenous Technology.](#)

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womentransformingcities.org

MOVING FROM MALE ALLIES TO MALE STAKEHOLDERS

**Jake Stika, Co-Founder and Executive Director,
Next Gen Men**

‘Male Allies’ is a frequently used term when advancing equity in male-dominant workplaces, but does it actually capture what is needed from men? In this session, we learned how to engage in active allyship – a commitment to transforming a system and incurring the necessary costs.

SESSION HIGHLIGHTS + KEY POINTS

- Allyship is not enough: benevolent sexism upholds the status quo.
- To change the way we see allies, we need to change the way we think about masculinity.
- Patriarchy benefits men when looking at things like leadership, power, and the wage gap. But patriarchy also harms men with disproportionate rates of suicide, victims of violence (other than gender based), rates of incarceration and homelessness.



Jake
Stika

**If we can get men to see how they are
harmed by patriarchy, we can work
alongside to dismantle the system.**

IDEAS FOR ACTION

- An ally is someone who actively supports and defends the rights and dignity of individuals from social groups other than their own. Being an ally should cost you something.
- Start by recognizing power and privilege on a systemic, organizational, and individual level.

RESOURCES

[Next Gen Men
Newsletter](#)

[Next Gen Men
Book Club](#)

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THE FUTURE OF LEADERSHIP

Christine Bergeron,
President & CEO,
Vancity

**Dr. Carol Liao, Associate Professor and
Director of the Centre for Business Law
at UBC Allard School of Law**

**Jane Moran, Managing Director, Workforce
of the Future, PwC Canada (Moderator)**

In this session, Christine Bergeron and Dr. Carol Liao, two of BC's most progressive business leaders, explored the limits of traditional leadership, and discussed how current and future leaders are adapting to trends, expectations, and new realities in the workplace.

SESSION HIGHLIGHTS + KEY POINTS

- Elements of leadership are shifting from driving results to caring for people. This usually results in better outcomes.
- We are seeing a rise in profile of skills and attributes like compassion, listening and kindness – showing you can lead this way and still be strong and effective.
- Millennials and Gen Z are more critical, and they want to see real actions. Organizations need to be contributing to society because employees need to believe in what their organizations do.
- Business is not neutral – businesses influence the society of tomorrow and as a leader, the decisions you make have a role in shaping society and addressing systemic issues.
- You can lead everyday, no matter your title. You can question, advocate, and suggest.
- Ideas from young leaders are some of the best out there. We must use our power to amplify and make space for these voices.
- The next generation want to work for organizations that are values based and purpose driven, and invest in their people.
- The pandemic gave people space to think about what meaningful work looks like, and for organizations to ask themselves how is this meaningful for our employees. This is a trend that will continue.

Christine
Bergeron



Leadership is no longer knowing everything and deciding everything. It's quite risky if someone thinks they have all the answers.



The next generation is profoundly important and we have to ensure we are listening to those who will be most impacted by our actions or lack thereof.



Dr. Carol
Liao

THE FUTURE OF LEADERSHIP

IDEAS FOR ACTION


- Ensure you are hearing all the voices, getting different perspectives and expertise to make the best, collective decisions for your organization.
- See your leadership as a responsibility not a power trip.
- Don't shy away from hard conversations.
- Amplify youth voices as they understand collective action better than anyone.
- Understand that actions need to include intersectional and intergenerational lens.

RESOURCE

[Global Workforce
Hopes and Fears
Survey 2022 - PwC](#)



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STAY IN TOUCH

Thank you for attending the Inclusive Leadership Forum 2022. We enjoyed learning alongside 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™

Designed for mid-level leaders, this four-month program generates exceptional outcomes for high-potential women who want to expand their impact, and for experienced leaders who want to advance towards senior or executive leadership.

EMERGING LEADERS

This 10-week development program helps new managers make the transition from individual contributor to effective leader. The emphasis on applied learning ensures participants improve their leadership abilities as well as their confidence to manage people and teams, all while growing their professional networks and power base.

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.

FACE OF LEADERSHIP™
GENDER DIVERSITY PLEDGE

SUPPORT OUR WORK

Donations and sponsorship allow us to deliver events and programs, and pilot and expand new initiatives. If you are interested in discussing ways to support Minerva's work, please contact:

Trina, Director of Partnerships + Engagement, at trinap@minervabc.ca

Follow us on social media and [sign up for our newsletter](#).



Minerva BC works on the unceded territory of the Coast Salish Peoples, including the territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətaʔ/Selilwítlh (Tsleil-Waututh) Nations.

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