



# 2019 INCLUSIVE LEADERSHIP FORUM

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*Event Summary and Best Practices*

PREMIER PARTNER

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# INTRODUCTION

**MINERVA BC IS A REGISTERED CHARITY WITH A MISSION TO INCREASE THE VISIBILITY, INFLUENCE, AND CONTRIBUTION OF WOMEN.** For 20 years we have worked with female leaders to prepare them for roles in business, government, and community. Despite our efforts, women continue to be underrepresented at all levels of leadership in British Columbia.

In 2015, we launched the Face of Leadership™ to accelerate the pace of change. Aimed at closing the gender gap, we started a conversation with 12 CEOs about how to lift the percentage of women in leadership. We agreed that we could work together to identify solutions, put them into practice, and share those that are successful.

## HERE'S WHAT WE ARE DOING TO INCREASE THE PERCENTAGE OF WOMEN\* IN LEADERSHIP:

### MEASURE PROGRESS

The Face of Leadership™ Scorecard measures the percentage of women in senior leadership and on boards of BC's top companies.

### DEVELOP LEADERS

Our signature program, Women Leading the Way™ supports the advancement of female leaders across all industries and sectors.

Our Inclusive Leadership training program develops leaders of all genders to have an inclusive mindset and approach.

### ENGAGE LEADERS

The Face of Leadership™ Diversity Pledge strengthens the commitment of CEOs and top-level leaders to take action to advance women in the workplace.

Our goal is simple: to build a community that takes action to meaningfully and sustainably increase the representation of women leaders across all organizations and industries in British Columbia.

*\*Minerva BC uses the term woman to apply to anyone who self-identifies as a woman.*

*note: all underlined text in this report is hyperlinked.*



**ABOUT THE INCLUSIVE LEADERSHIP FORUM**

On June 3-6<sup>th</sup> the world’s largest conference on gender equity, Women Deliver, was hosted in Vancouver. In celebration of this incredible global event, Minerva BC organized a one-day Inclusive Leadership Forum on Friday, May 31<sup>st</sup> at the Segal Graduate School of Business.

The day started with a Leadership Breakfast featuring Dr. Michael Kaufman as our special guest and speaker. This breakfast was hosted by Minerva BC in partnership with BCLC.

From there we moved into a day full of candid discussions and shared learning. We welcomed over 80 business leaders representing the following companies:

- |  |   |   |
|--|---|---|
| Archicat                                     | Colliers International                        | KPMG*                                       |
| B.C. Centre of Training Excellence in Mining | D-wave Systems                                | Lifelabs*                                   |
| Balfour Pacific                              | dnaPower                                      | LNG Canada                                  |
| BC Construction Association                  | Deloitte                                      | MacMillan LLP                               |
| BC Nurses Union                              | Etro Construction                             | Methanex                                    |
| BCLC*  | EY  | Metrie*                                     |
| Best Buy*                                    | Female Funders (investor accelerator program) | Odlum Brown                                 |
| Blake, Cassels & Graydon LLP                 | Finning*                                      | PwC   |
| Boyden                                       | First West Credit Union*                      | RBC   |
| BroadbandTV                                  | Galvanize                                     | Refinery Leadership                         |
| Canfor*                                      | HR Tech Group                                 | Relic Entertainment                         |
| Catchy Consulting                            | HSBC*   | SAP Labs Canada                             |
| City of Vancouver*                           | ICBC*   | Scotiabank                                  |
| Clio   | Industry Training Authority                   | Stantec                                     |
| Collabware                                   | KidSport BC                                   | STEMCELL Technologies                       |
|  |   | Tolko*                                      |
|  |   | UBC   |
|  |   | Unbounce*                                   |
|  |   | Vancity*                                    |
|  |   | Vancouver Fire & Rescue Services            |
|  |   | Vancouver Regional Construction Association |
|  |   | Whitemarsh Consulting                       |
|  |   | Women’s Enterprise Centre                   |



*\*Companies that have signed Minerva BC’s Diversity Pledge*

# WHAT WE LEARNED

**KEYNOTE** **MEN, BUSINESS AND GENDER EQUALITY ADVANTAGE**

Dr. Michael Kaufman is an expert on engaging men and boys to promote gender equality. Over the past 35 years he has worked in almost 50 countries, with numerous governments, the United Nations, and various businesses, including Unilever, Microsoft, PepsiCo, and Deloitte.

**THROUGH STORIES, RESEARCH, AND HUMOUR, DR. KAUFMAN SHARED THREE KEY IDEAS WITH THE GROUP:**

***Gender equality is the right thing to do.*** A genuine belief that all people deserve equality must be the driving force behind any initiative.

***Gender norms hurt men too.*** Society has linked manhood to being superhuman, unemotional, fearless, and invincible. This impossible expectation creates problems for men, just as gender norms negatively impact women. Dr. Kaufman noted that men are dying younger, have higher rates of addiction, and are less likely to ask for help when they need it. Gender equality benefits men by breaking down society’s detrimental construction of manhood.

***Make a personal pledge to advance gender equality.*** Make promoting gender equality a key part of your leadership.



**KEY TAKEAWAY:**

Advancing gender equality is the right thing to do for people and business. It benefits men by expanding the possibilities of what masculinity can look like.



Read [Dr. Kaufman’s latest book](#) to explore these issues in more depth: “The Time Has Come: Why Men Must Join the Gender Equality Revolution”.



**PANEL  
DISCUSSION**
**PROMISING PRACTICES: ADVANCING WOMEN IN MALE-DOMINATED INDUSTRIES**

Every organization faces challenges when advancing diversity, equity and inclusion, but the challenge is unique for businesses that are historically male-driven. This panel featured five business leaders from companies that are taking real action to attract and retain a diverse workforce.

**SUSANNAH PIERCE, DIRECTOR EXTERNAL RELATIONS,  
LNG CANADA LEADERSHIP**

LNG Canada wants to be the best workplace for women. To do this, LNG engaged tradeswomen from across the country to ensure their concerns and perspectives were front and center in the design and operation of a Worker Accommodation Village, ensuring everyone felt safe, welcome, and included.

In addition to centering women's perspectives in their project, LNG Canada also took the time to focus on day-to-day opportunities to increase diversity on the worksite. For example, LNG Canada made sure to have Personal Protective Equipment that properly fit tradeswomen.

**HEATHER LEFEBVRE, DIRECTOR, EMPLOYEE  
& COMMUNITY ENGAGEMENT, CANFOR**

At Canfor, getting buy-in from all members of the senior leadership team was critical to advance diversity and inclusion initiatives. Heather identified two essential elements to ensure buy-in.

First, conducting an audit of the current state of business, which included interviews with senior leaders and conversations facilitated by experts to ensure all leaders understood and could speak to the business case for advancing diversity and inclusion.

Second, strong commitment and consistent communication from the CEO about the importance of gender diversity.

**LISA STEVENS, CHIEF OPERATING OFFICER,  
BC CONSTRUCTION ASSOCIATION**

Lisa introduced the [Builders Code](#), which sets a standard

code of conduct for workers on construction sites in BC. Its goal is to achieve 10% women in the construction industry by 2030.

Lisa highlighted that the key to ensuring buy-in from employers and employees is to speak to what is most important; safety, productivity and quality, which can all be maintained in a safe and welcoming atmosphere.

**LESLIE COLLIN, DIRECTOR OF PEOPLE & CULTURE,  
UNBOUNCE**

Leslie emphasized the importance of the relationship between a company's leadership and Human Resources department. For example, she shared stories about working with Unbounce's CEO, Rick Perrault, who used the power of "simple questions" to explore and break down the barriers to inclusion.

Leslie noted that trust, courage and willingness to take action were key to the success of Unbounce shifting their workplace culture.

**MICHELLE MERCER, HR ADVISOR, DIVERSITY  
AND INCLUSION, TOLKO**

Michelle discussed how Tolko created an internal women's leadership program to develop a strong talent pool of future women leaders. Tolko recently won the 2019 Employer Initiative of the Year award for this program. Read more [here](#).

Michelle pointed out that investing in women's leadership is one of the most effective ways that organizations can advance women. Invest early in development by providing coaching, mentoring, and opportunities for women to use their leadership abilities.

BREAKOUT  
SESSION

## POWER OF 18 QUESTIONS: HOW TO BUILD EMPATHY AND CONFRONT STEREOTYPES

## HOSTS

**PAMELA JEFFERY, PRESIDENT, THE PAMELA JEFFERY GROUP AND DEBORAH VERSTEEG, DIRECTOR, ADVISORY SERVICES, KPMG**

This session focused on how to build bridges between individuals to create more inclusive cultures. To do this, KPMG led the group through a simple exercise: sit next to someone new, write down your first impression of this person, and then honestly answer a series of 18 questions together. The final question was: how did your perception of each other change over the course of the 18 questions?

## TAKEAWAYS:

- Questions are powerful!
- It doesn't take a lot of time to get to know someone.
- Curiosity, bravery and courage are integral to creating meaningful connections.
- Safe space is critical.

## APPLICATION IN THE WORKPLACE:

- Focus on creating inclusive cultures. Diversity without inclusion will not result in high performance or innovation. If people do not feel included in the workplace, they are more likely to leave.
- You can create a sense of inclusion and belonging by developing meaningful connections with the people you work with. Work to expand your circle and get to know people who are different from you.
- Although it can be difficult to create safe spaces in the workplace, it is integral to successful diversity efforts.

## RESOURCES:

To learn more about the 18 questions used in this session, please email [pallak@mosaicinstitute.ca](mailto:pallak@mosaicinstitute.ca)



BREAKOUT  
SESSION

## ADVANCING DIVERSITY &amp; INCLUSION: A DATA-DRIVEN APPROACH

## HOSTS

**WYLE BAOWEEN, CEO AND  
ELIZABETH STEWART, ADVISOR, BOTH OF HRx**

This session focused on leveraging analytics to audit and measure progress for a more diverse and inclusive workplace. HRx advocates for using a data driven approach to pinpoint challenges and develop interventions.

**TAKEAWAYS:**

- The failure of most diversity and inclusion initiatives can be attributed to the difference between the intended effect and the actual impact. HRx highlighted two main reasons for this:
  - Unconscious bias based on gender, race, age, and other traits can cause poor-decision making.
  - The workplace tends to value and reward problem solving, decision making and leadership styles that typically reflect masculine traits.
- Unconscious bias training is not the sole solution. It should be embedded within a systemic intervention that targets people processes, such as recruitment, promotions, pay, and succession planning.
- Addressing bias and discrimination must include everyone, not tailored only to women.

**APPLICATION IN THE WORKPLACE:**

Biases need to be made transparent through collecting and analyzing data. Data must be involved in every step to understand where the diversity gaps are and how to target them. For example, data could include:

- Advancement by gender
- The leadership team's commitment to diversity and inclusion initiatives
- Employee demographics
- Demographics & diversity of new hires
- Success of onboarding programs

**RESOURCES:**

Check out [Paradigm for Parity's Measurement Principles](#) for information on what type of data your company should be collecting.

This [Forbes article](#) also provides some steps you can take to combat unconscious bias.

BREAKOUT  
SESSION

## INDIGENOUS INCLUSION

## HOST

**HOSTED BY LAURIE STERRITT, PARTNER, LEADERS INTERNATIONAL + FOUNDER OF THE INDIGENOUS WOMEN'S LEADERSHIP SUMMIT**

This session shared successful approaches for attracting, retaining and developing Indigenous employees. It began with an overview of current Indigenous participation in corporate Canada, followed by the roadblocks to increasing inclusion and participation of Indigenous people, and finished off with some potential solutions.

**Current Realities:**

- Only 3 of the 50 companies surveyed in our Face of Leadership™ Scorecard in 2018 had an Indigenous person in their leadership.
- Only 2 of the 50 companies surveyed in our Face of Leadership™ Scorecard in 2018 had an Indigenous woman on their board.
- The wage gap (currently at 0.87 cents) is even greater for Indigenous women.

**TAKEAWAYS:**

- Despite the growing interest in diversity and inclusion programs for Indigenous employees, inadequate resources have been divested towards them.
- The persistent misunderstanding of the systemic challenges faced by Indigenous people leads to exclusion. Therefore, unique solutions are required to achieve inclusion.

**APPLICATION IN THE WORKPLACE:**

- Organizational relationships should begin as authentic individual connections to develop proper inclusion and awareness in the corporation. Laurie recommended reaching out to Indigenous people in your community.
- Hire support personnel to bridge the gap by:
  - Providing background knowledge on the history of Canadian-Indigenous relations
  - Ensuring that the learning techniques provided are effective in meeting the needs identified.

**RESOURCES:**

UN Declaration on the Rights of Indigenous Peoples (UNDRIP): [https://www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP\\_E\\_web.pdf](https://www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP_E_web.pdf)

Truth and Reconciliation Commission (TRC) report and calls to action: <http://nctr.ca/reports.php>

21 Things You May Not Know About the Indian Act: Helping Canadians Make Reconciliation with Indigenous Peoples a Reality, Bob Joseph

Indigenomics Institute: <http://indigenomicsinstitute.com/>

RavenSPEAK: The Risks and Rewards of Leading with your Heart



BREAKOUT  
SESSION

## DEVELOPING INCLUSIVE LEADERS

## HOSTS

**ESTHER JAANG AND LISA ECKMYN,  
BOTH OF REFINERY LEADERSHIP, AND  
TINA STREHLKE, MINERVA BC**

In this session, participants learned about a pilot program on inclusive leadership that was developed by Minerva BC through a partnership with Refinery Leadership. Designed for mid-level leaders in the tech sector, the goal was to enable companies to activate diversity within their teams.

In this session, Minerva BC and Refinery Leadership distilled what competencies leaders needed to be inclusive and therefore able to build effective and diverse teams.

## TAKEAWAYS:

- Minerva BC and Refinery Leadership defined inclusion as “what we do with diversity.”
- Inclusion occurs when no one is advantaged or disadvantaged, and everyone can bring their whole selves to work.
- Research shows that if we are not being intentionally inclusive, we are probably being exclusive.
- Inclusion is never a one-time deal. It is created or destroyed in each interaction and situation.

## APPLICATION IN THE WORKPLACE:

- Developing the skills of an inclusive leader is like developing any other kind of skill – it takes practice, and a lot of it.
- Inclusive leadership requires active energy and mindfulness at all times.

## RESOURCES:

Start by reading [Deloitte’s six traits of an inclusive leader](#).

Check out [Deloitte’s Outcome Over Optics Report](#) for information on how to create increase inclusion in the work place.



# NEXT STEPS

## THANK YOU TO EVERYONE WHO TOOK TIME TO PRIORITIZE GENDER EQUALITY AND INCLUSIVE LEADERSHIP.

It is easy to pass the daunting task of increasing diversity and inclusion off to someone else or ignore it all together. We applaud you for having the courage to step up and spend a day learning with us.

We were privileged to have Parliamentary Secretary Mitzi Dean announce at the forum that women now make up 49% of public sector board members in BC – this is an 8% increase since 2017. While this progress is exciting and commendable, we still have a long way to go.

If you would like to stay involved with Minerva BC and our journey to achieving inclusive leadership and gender equality in BC, check out these opportunities:

- Attend Women Leading the Way™ or sponsor an emerging leader in your company to attend
- Attend the Lift Breakfast Series
- Have your company’s CEO sign the Face of Leadership™ Pledge

### TIPS TO GET STARTED

#### YOU DON’T HAVE TO RE-INVENT THE WHEEL.

There are many existing resources that you can adapt to your unique needs. Create space for important conversations on:

- **Recognizing, utilizing and valuing all types of leadership styles.** This is integral to sustainably improving diversity in senior leadership.
- **Culture fit versus values fit.** It is more important for an employee to compliment the values of the company than fit within the expected company norms.
- **Setting clear goals** to achieve inclusion, measure the outcomes, and celebrate successes.

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