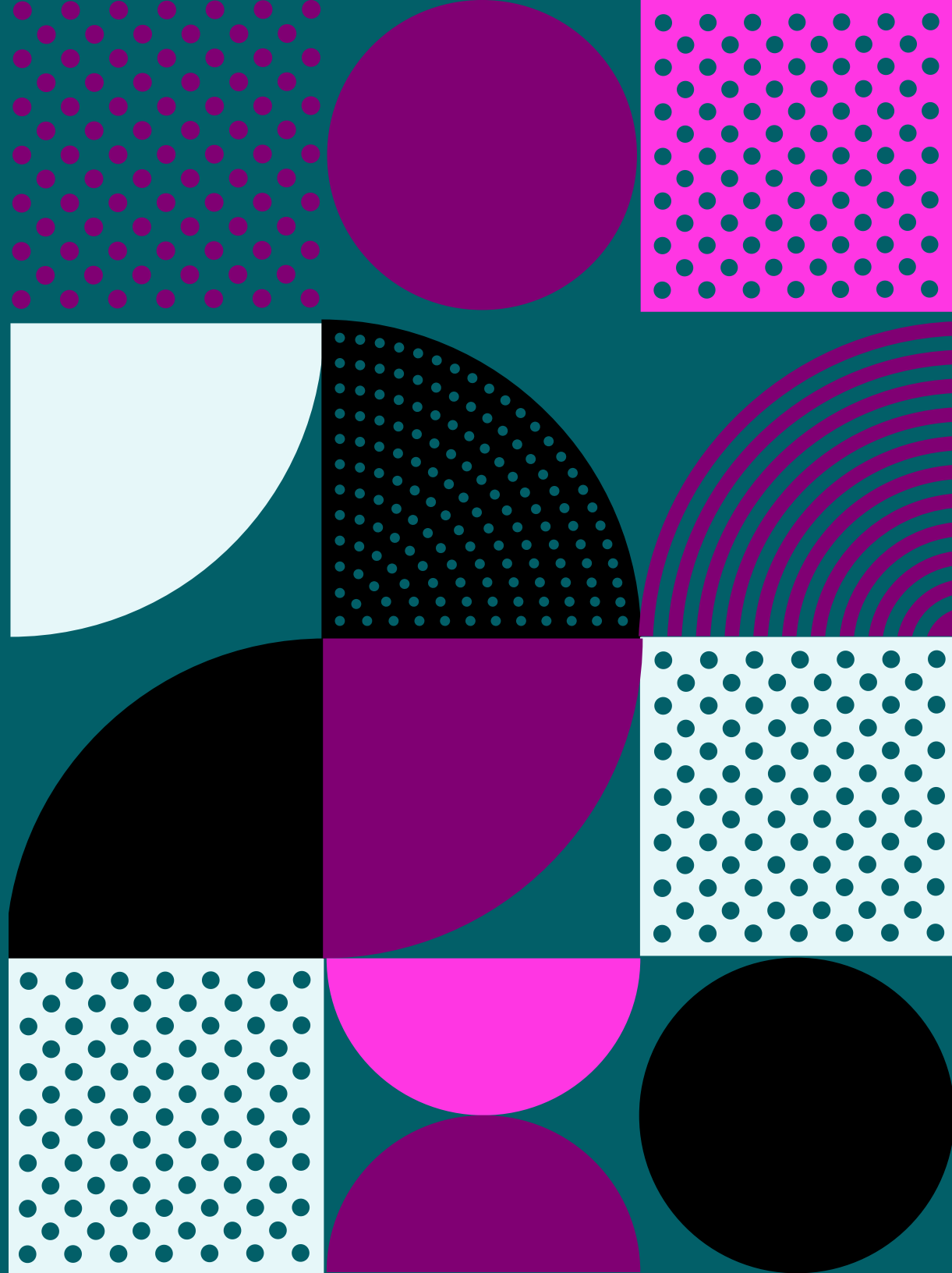


2024 Impact Report

TED
ROGERS
SCHOOL
OF MANAGEMENT

DiVERSITY
INSTITUTE



Contents

The Diversity Institute	1	Future Skills Research	14
A Systems Approach	2	Artificial Intelligence: The Promise and the Perils	15
Leadership	3	Small and Medium-Sized Enterprises Are the Foundation of Our Economy	16
Advisory Board	4	Skills To Support the Green Transition	17
DI By the Numbers	5	Survey on Employment & Skills	18
Research	6	Innovative Programming	19
DiversityLeads	7	Advanced Digital and Professional Training	20
The 50 – 30 Challenge	8	Enhancing Career Opportunities in K–12	21
Diversity Assessment Tool	9	Building Entrepreneurial Skills	22
Inclusive Innovation & Entrepreneurship	11	Newcomer Entrepreneurship Hub & Women’s Entrepreneurship Hub	23
Inclusive Innovation and Entrepreneurship Network	11	Pathways to Employment for Newcomers and Refugees	23
Women Entrepreneurship Knowledge Hub	12	Contract Research & Consulting	24
Building the Ecosystem: See It. Be It.	13	Results, Impact & Recognition	26
Sharing Platform	13	Looking Forward	27

The Diversity Institute

Laying the foundation for productivity, innovation and sustainability

Accelerating technology change, international economic trends, the environmental crisis and Canada's aging population all continue to create global competition for talent, entrepreneurship and innovation. Understanding these trends and the ways equity, diversity and inclusion (EDI) support achieving our economic, social and sustainability goals is the focus of the Diversity Institute (DI). Our action-oriented research is transforming the entrepreneurship and innovation ecosystem and strengthening the skills and employment landscape for all Canadians. We are also driving standards, policies and practices in Canada and around the world. With 100 full-time staff, 350 partners and a national, bilingual network of 10 regional hubs, DI is creating pathways to education, employment leadership and entrepreneurship.

Diversity can be defined in many ways. We focus on the designated groups under employment equity legislation: women, Indigenous Peoples; racialized people, including those who are Black; and persons with disabilities, as well as people who identify as 2SLGBTQI+, immigrants and refugees, youth and seniors, religious minorities and others, as well as intersectional identities.



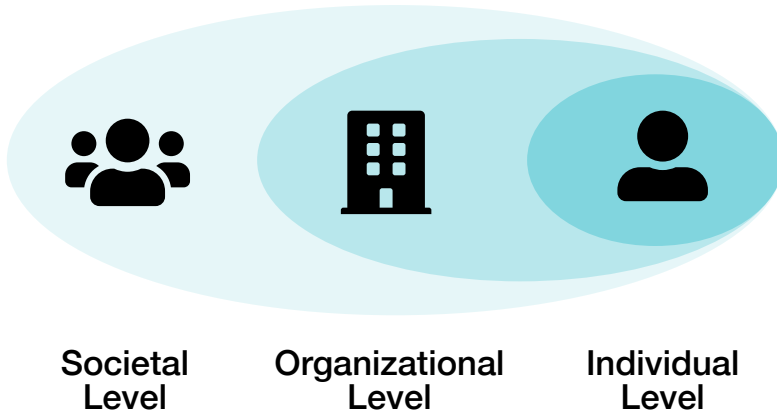
Our action-oriented research and programs

- > Track trends that will shape the workplace, including demographic shifts and technological adoption including artificial intelligence (AI)
- > Survey Canadian workers and employers to understand attitudes, practices and experiences, particularly for equity-deserving groups
- > Develop policies, standards and programs based on leading practices across Canada and around the world
- > Evaluate innovative programs and policies to understand what works for whom
- > Assist organizations across sectors to develop and implement evidence-based change strategies
- > Promote inclusive innovation and entrepreneurship
- > Drive an inclusive and forward-thinking skills agenda

A Systems Approach

There are no simple solutions to complex problems. Advancing inclusion demands that we tackle government policy and stereotypes at the societal level; policies, processes and practices at the organizational level; and knowledge, beliefs and behaviours at the individual level.

The Inclusive Innovation Ecosystem



Our Four Pillars



Research



Inclusive Innovation
& Entrepreneurship



Innovative
Programming



Future Skills

The Diversity Institute is on the ground transforming the entrepreneurship and innovation ecosystem and strengthening Canada's skills and training landscape. We are also driving national and international standards, policies and practices.

Leadership



Wendy Cukier
Founder and
Academic Director



Mohamed Elmi
Executive Director



Nancy Mitchell
Director, Research,
Special Projects



Ying Guang Mo
Director, Research



Stephanie Roberts
Director, Marketing
and Communications



Sabine Soumare
Executive Director,
WEKH



Katlynn Sverko
Director, Research,
Special Projects



Meagan Trush
Director, Research
Partnerships



Lynn Xu
Executive Director,
Finance, Strategy and
Operations

Advisory Board

Rupa Banerjee

Canada Research Chair and Associate Professor, Human Resource Management and Organizational Behaviour
Ted Rogers School of Management, Toronto Metropolitan University

Louie Di Palma

Vice President, SME Programs
Ontario Chamber of Commerce

Cassandra Dorrington

President & CEO
Canadian Aboriginal and Minority Supplier Council

Eddy Ng

Smith Professor in Equity and Inclusion in Business
Queen's University

Jeff Larson

Assistant Vice-President, Innovation and Entrepreneurship
Dalhousie University

Suzanne Gagnon

Associate Dean and Canada Life Chair in Leadership
Asper School of Business, University of Manitoba

Jennifer Laidlaw

Country Head
30%+ Club Canada

Patrick Mackenzie

CEO
Immigrant Employment Council of BC

Shannon Pestun

Founder
Finance Café

Tania Saba

BMO Chair, Diversity and Governance; Professor, Industrial Relations
Université de Montréal

Nadine Spencer

CEO
BrandEQ Group Inc.

DI By the Numbers



100+
diverse team
members



**33 highly
qualified**

personnel & students trained



A bilingual network of
10 hubs
across Canada

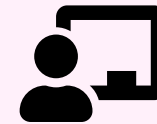
Halifax, Montreal, Ottawa,
Toronto, Thunder Bay, Winnipeg,
Calgary, Vancouver and
Whitehorse

with projects in more than
50 centres



350+
academic, industry,
community &
government partners

ADVANCE, Association for Canadian Studies, BDC,
Canadian Council for Indigenous Business, Casa
Foundation, CIBC, CGLCC, Coralus, Council Of Canadian
Academies, Environics Institute, IBM, Mississauga, Rogers,
Scotiabank, Starbucks, Strides, Sunlife, TD Bank, Women
in Communications & Technology and more



500+
events & presentations



36,000+
stakeholders engaged



More than
\$50 million in funding in 3 years

DI has produced:



52 research
reports and
briefs



160 journal
articles and
book chapters



272 papers and
presentations for
refereed domestic and
international conferences

Research

Canada's competitiveness in a rapidly evolving global market depends on our ability to anticipate trends, harness innovation and leverage the skills of a diverse workforce. Grounded in a strong understanding of systems and our ecological model to change, we are shaping Canadian policies, standards and practices at multiple levels.

Our research has uncovered important data on technology adoption trends, worker experiences, employer behaviour and the impact of policies, programs and standards. We have identified barriers and enablers to inclusion in education, employment, leadership and entrepreneurship.



Bridging the Technology Skills Gap: New Evidence-Based Approaches To Leverage Diversity

A \$3-million project examined the barriers to women and diverse people in the information and communication technology (ICT) sector, along with multiple partners, such as Technation, Canada Learning Code, Women in Communications and Technology, the Information Communication Technology Council, the Ontario Society of Professional Engineers and many more.

The project examined ICT skills shortages and diversity, including definitions and categories in ICT. It has laid the foundation for innovative programming, including ADaPT and interventions targeting children and youth.

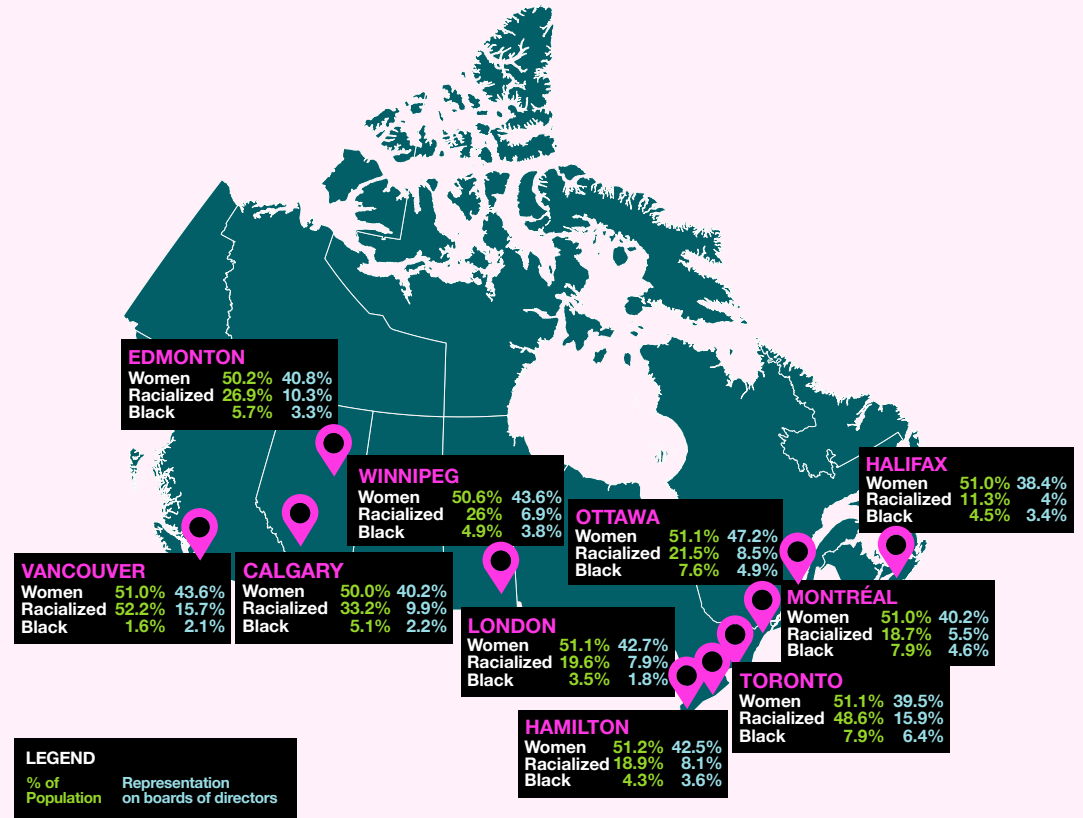
DiversityLeads

DiversityLeads research expanded in 2022 in partnership with FSC and the University of Manitoba to assess diversity in senior leadership. It analyzed 18,554 individuals across 10 cities, including 10,370 on boards of directors, 7,866 in senior management and 318 in municipal councillor positions. It showed where there has been progress and where gaps remain.

Complementary research with the Canadian Council for Indigenous Business (CCIB), Black Business and Professional Association (BBPA), Women in Communications and Technology and other partners explored specific obstacles and enablers for Indigenous Peoples and Black workers, as well as the experiences of women in the tech sector. Combined with our work with the 30%+ Club and FSC, this research has also supported our work to advance gender parity and diverse leadership through the 50 – 30 Challenge.

Additionally, a study with the 30%+ Club assessed progress made by 783 firms on the Toronto Stock Exchange (TSX) from 2015 to 2022. It also explored the impact of voluntary codes by comparing TSX companies that were members of the 30%+ Club and Black North Initiative to others.

DiversityLeads in Canada by City, 2023



Toronto Star, July 4, 2020

New study finds less than 1 per cent of Canadian corporate leaders are Black

The 50 – 30 Challenge

In December 2021, the federal government announced its 50 – 30 Challenge ecosystem partners to advance gender parity and diversity in leadership and on boards across sectors, including promoting the What Works Toolkit, developed by KPMG. Along with the UN Global Compact, the Women’s Economic Council, Egale and Colleges and Institutes Canada, DI has worked with more than 2,000 signatories to the 50 – 30 Challenge, as well as hundreds of other organizations.

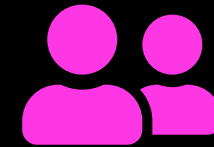
Among its contributions, DI has:

- > Conducted 201 workshops and attended or hosted 167 conferences and 200 events attended by more than 96,733 participants.
- > Developed online tools to assess 50 – 30 compliance, as well as the easy-to-use Diversity Assessment Tool (DAT) App, which has been used by more than 300 small and medium-sized enterprises (SMEs).
- > Compiled more than 1,000 best practices across sectors addressing specific pillars of the DAT App: governance and leadership strategy, human resources, organizational culture, measurement, the value chain, and outreach and expanding the pool—which have been used by organizations to inform their practices.
- > Developed 37 online training modules (also available in French) for SMEs and their employees, including eight courses that explore different dimensions of EDI, and tested them with the Ontario Chamber of Commerce on the Skills Bridge platform. The project has engaged 55 chambers of commerce from across Canada, as well as 861 SMEs and their diverse employees. The EDI course content has been well received and there is a clear appetite among SMEs for EDI training and support. More than 1,000 learners from 666 SMEs have participated in online EDI training, and 89% of participants have said they plan to apply the course content in their current roles.
- > Identified more than 2,000 women and 3,000 diverse leaders to help organizations with recruitment.



**2,000
organizations**

committed to the 50 – 30
Challenge



**400
stakeholders**

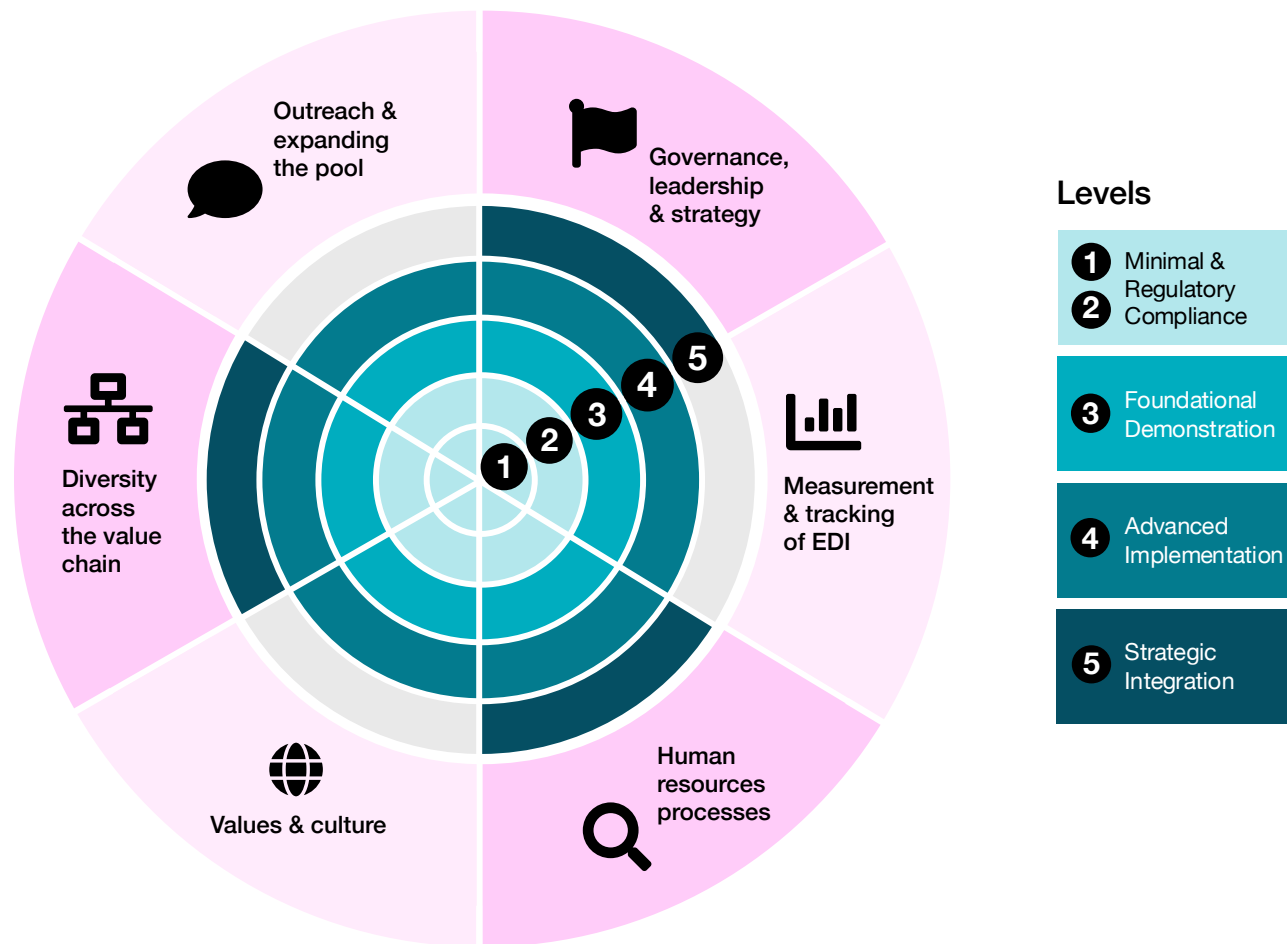
consulted for the Publicly Available
Specifications

Diversity Assessment Tool

Building on our research, DI has developed the proprietary DAT to support organizational transformation.

Diversity Assessment Tool Benchmarking

Example of an organization with a Level 4 average



Supported by the Diversity & Inclusion Playbook, the DAT examines organizational practices, processes, and policies through six drivers of diversity and inclusion in the workplace:

- > Governance, leadership & strategy
- > Recruitment, selection & promotion
- > Values & culture
- > Measurement & tracking of EDI
- > Diversity across the value chain
- > Outreach & expanding the pool

The Diversity Assessment Tool's six key dimensions of equity, diversity and inclusion performance



Governance, leadership and strategy



Human resource processes



Values and culture



Measurement and tracking of EDI



Diversity across the value chain



Outreach and expanding the pool

The DAT has been used to identify gaps and develop best practices for information and communications technology, financial services, incubators and accelerators, innovation systems, education, health care, policing, government agencies, federally regulated organizations and non-profits.



The DAT App has been tested with 370+ SMEs

and six larger organizations, including a project with Industrial Research Assistance Program to roll out the DAT with their SMEs. Add-ons to the tool are being created for the non-profit sector, municipalities and specific populations.



DAT applied by:

- > The City of Markham
- > Hamilton Health Sciences
- > Carizon
- > Canada's Children's Hospital Foundations
- > Rogers Communications
- > Music Canada
- > And more

Inclusive Innovation & Entrepreneurship

The Diversity Institute draws on a network of academic and industry experts, social innovators, and community and government leaders to build inclusive innovation and entrepreneurship pathways and a highly competitive workforce. These projects illuminate and dismantle the barriers excluding equity-deserving groups from full participation in the innovation economy.

Inclusive Innovation and Entrepreneurship Network

Our Social Sciences and Humanities Research Council Partnership Grant of nearly \$2.5 million funds the six-year Inclusive Innovation and Entrepreneurship Network (IIE-Net)—which has 100 community and industry partners from across Canada, Europe and the United States. IIE-Net and its 53 researchers and 76 partners have published more than 180 papers, book chapters, conference publications and reports, and given more than 250 presentations at conferences across Canada and globally. This year we published an edited book, *Immigrant Entrepreneurship: Challenges and Opportunities*, with 17 chapters covering topics and trends in the ecosystem as part of our contribution to advancing the understanding of the contributions and experiences of Indigenous Peoples, racialized people, women and other diverse entrepreneurs.

Key Outcomes



Helped shape more inclusive programs targeting entrepreneurs



Demonstrated impacts of SMEs on the economy and green transition



Assessed the impact of the Women Entrepreneurship Strategy across more than 1,000 companies



Engaged 1,600 individuals at DI events

Women Entrepreneurship Knowledge Hub

The Women Entrepreneurship Knowledge Hub is a bilingual network of more than 250 partner organizations with hubs across the country. It has exposed and eroded barriers to diverse women entrepreneurs at every level of the ecosystem—challenging gendered stereotypes, bias in policies, barriers in programs and key organizations that affect outcomes.



To date, WEKH has published more than 65 reports in English and French on various dimensions of women’s entrepreneurship and helped shape policy and practices.

Research Highlight

Its flagship report, The State of Women’s Entrepreneurship in Canada, synthesizes the latest academic, industry and government research on the opportunities and challenges faced by women in the innovation ecosystem.

WEKH By the Numbers

3,000+

ecosystem organizations mapped

2,250+

articles and reports on women’s entrepreneurship

2,000+

features of award-winning, diverse women entrepreneurs

250+

partner organizations

1,600+

attendees of events, workshops and conferences

6

WEKH reports published in 2024 and more than 65 since inception

Building the Ecosystem: See It. Be It.

See It.
Be It.

#SeeltBelt

If you can see it, you can be it. Women need to see successful women entrepreneurs so they can dare to become one.

WEKH's See It. Be It. database features the inspiring profiles of 2,000+ diverse, award-winning women entrepreneurs who are crushing societal stereotypes of what an entrepreneur is and looks like.

Communications led a campaign with TD that so far has reached 750,000 people and led to 5,000 website visits.

Sharing Platform

Produced in partnership with The Forum and developed by Coralus, WEKH's Sharing Platform is an easy way for women entrepreneurs and the organizations that support them to connect. The Sharing Platform's members share business advice, network and collaborate.



Future Skills Research

Our collaborative Future Skills research focuses on strengthening Canada's skills and employment ecosystem.

We work with a cross-sectoral network of diverse partners and stakeholders across the skills development and training ecosystem to leverage existing expertise and investments, build capacity and identify shared priorities.

Our research over the past year is wide-ranging. We've advanced our work with Environics on the Survey on Employment & Skills; and led and published many evaluation reports with partners that address innovation, entrepreneurship and SMEs' needs, among others. One of our major foci was AI. Canada leads in the development of AI technology—as evidenced by the Nobel Prize Award to the University of Toronto's Geoffrey Hinton. But as our research has shown, the country lags in terms of adoption, particularly among SMEs.



Key Outcomes



8,027

ecosystem
organizations
mapped



40+

Future Skills reports



Helped
**inform policies,
programs** and
organizational
practices



Helped
train 3,000+
people
in 2023–2024

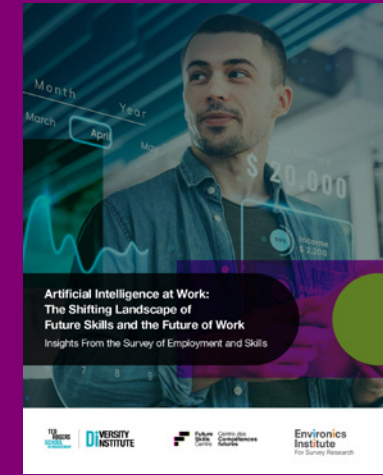
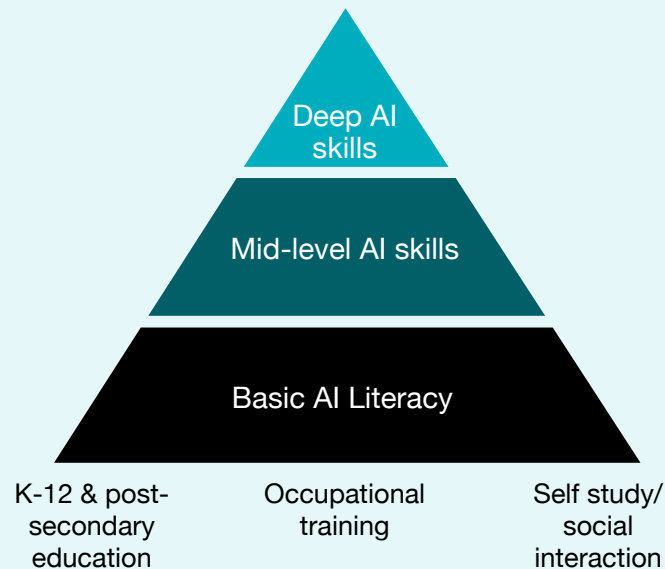
Artificial Intelligence: The Promise and the Perils

Increasingly, concerns are being raised about the risks associated with AI and the need for strong and safe ethical frameworks. We are curating and developing courses for each level working with the Ontario Chamber of Commerce and Magnet to test them through the FSC Skills Bridge platform.

AI Competency Framework

The Diversity Institute has developed a competency framework showing we need three levels of skills:

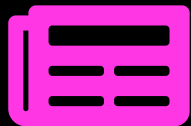
- > Deep technical skills
- > The skills for innovating with AI, including technical skills and those needed to drive change
- > Basic AI literacy, which all jobs now require



Artificial Intelligence at Work

Produced with the Environics Institute and supported by FSC, this report surveyed over 5,000 Canadians and shows that employees are ahead of employers in AI use.

Nearly 3 in 10 employees report using AI tools at work, yet 44% of these users have not received any formal training.



Innovating Canada, December 2024

New Report Shows AI Adoption Strategy for Canadian Business Is Essential

Small and Medium-Sized Enterprises Are the Foundation of Our Economy

Most private sector employment in Canada is with SMEs, and DI has led a series of projects documenting their contribution to the Canadian economy and the multiplier effects of SMEs that are often overlooked. Even though they account for 90% of private sector jobs in Canada, SMEs' needs are often not considered in developing skills and employment strategies. Our research shows skills and talent needs remain a significant barrier to SME growth and prosperity, but SMEs often lack the resources, capacity and know-how needed to upskill and reskill their workforce or to attract and retain talent.

Research Highlights



Working with Magnet and the Ontario Chamber of Commerce, DI has led the development of **Skills Bridge**—a platform providing economies of scale for SMEs by providing one-stop shopping for priority training programs that have been developed and curated to meet the needs of SMEs.

The project has engaged 55 chambers of commerce from across Canada, as well as 861 SMEs and their diverse employees. The EDI course content has been well-received, and there is a clear appetite among SMEs for EDI training and support. More than 1,000 learners from 666 SMEs have participated in online EDI training, and 89% of participants have said they plan to apply the course content in their current roles.



We have also dug into the specific needs of SMEs owned by women, Indigenous Peoples, people who are Black, and people in specific sectors: technology, tourism, music and more.

For example, for the **Indigenous Entrepreneurship and Social Innovation in Indigenous Tourism Development in Northern Canada** project with the Indigenous Tourism Association of Canada, DI conducted research to identify barriers faced by Indigenous women entrepreneurs and bridge the gap; and REAP+iLaunchHER product by DeSedulous Women focused on supporting racialized and immigrant women in accessing retail opportunities.

Skills To Support the Green Transition

Small and medium-sized enterprises play a critical role in sustainability. In Canada, SMEs are responsible for almost one-half of corporate greenhouse gas emissions—more than the Canadian gas and oil sector combined.

Research by the Diversity Institute as well as extensive consultations have led to a practical approach to supporting SMEs and a roadmap for an inclusive skills strategy for greenification. Work with the Smart Prosperity Institute highlighted the ways in which jobs will be transformed in Canada regardless of the pace of transition.

Building on this work, DI has developed the **Green Skill Competencies Framework**, which is built on these key concepts:

- > Understanding the reasons and benefits of the net-zero transition
- > Developing a net-zero strategy for SMEs and sustainable business practices throughout the value chain.

The framework report outlines competencies at three levels—foundational or green literacy skills, intermediate or skills to support green transitions, and advanced or “deep” skills to develop solutions. The framework is essential for informing educational programs for SMEs, shaping policy and supporting ecosystem-wide strategies for achieving sustainability goals. It also offers multiple pathways to “green” jobs, rather than focusing just on science, engineering, technology and mathematics (STEM), thereby opening up opportunities for women, Indigenous Peoples and others under-represented in STEM.

Research Highlight



Greening Small and Medium-Sized Enterprises: Women Entrepreneurs and the Path to Net Zero

This report reviews ways to support SME transition planning by focusing on each stage of the value chain, as well as scope 1, 2 and 3 activities. The report also highlights the contributions of women entrepreneurs to supporting the transition. Regardless of the pace, the direction is clear.

“Canada has made progress in reducing emissions despite a lack of effective carbon policy. There is a need to invest in renewable energy and technology to mitigate climate change. A comprehensive approach is necessary, including legislative policies, investment policies, and complementary policies like vehicle efficiency standards and carbon pricing. There is a trope that carbon policy in Canada is a failure, however we have made significant progress in driving down emissions. Much of this is the result of federal, provincial, and municipal policies.”

– **David Sawyer**

Principal Economist, Canadian Climate Institute,
EnviroEconomics

Survey on Employment & Skills

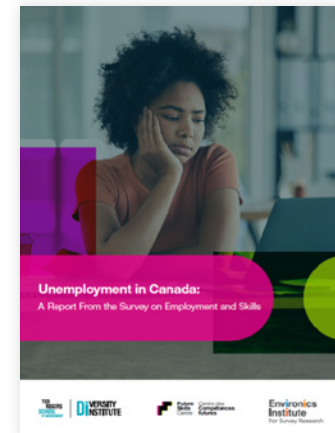
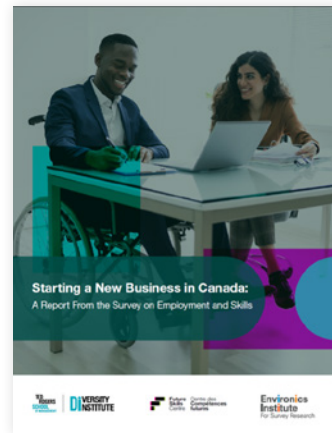
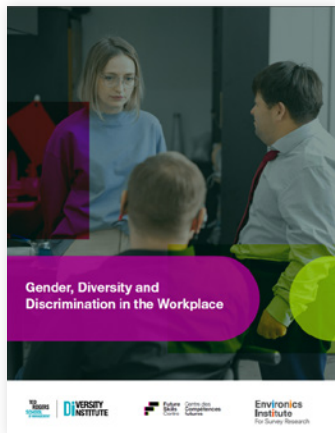
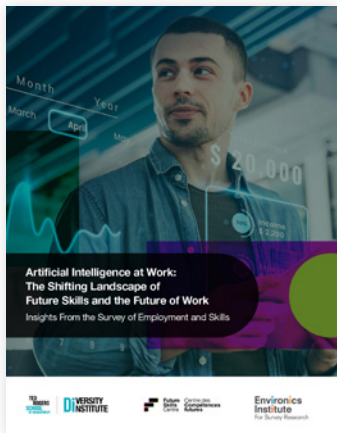


Survey on Employment & Skills

The Survey on Employment & Skills, conducted by the Environics Institute in partnership with FSC and DI, has completed seven waves of surveys engaging more than 40,000 Canadians.

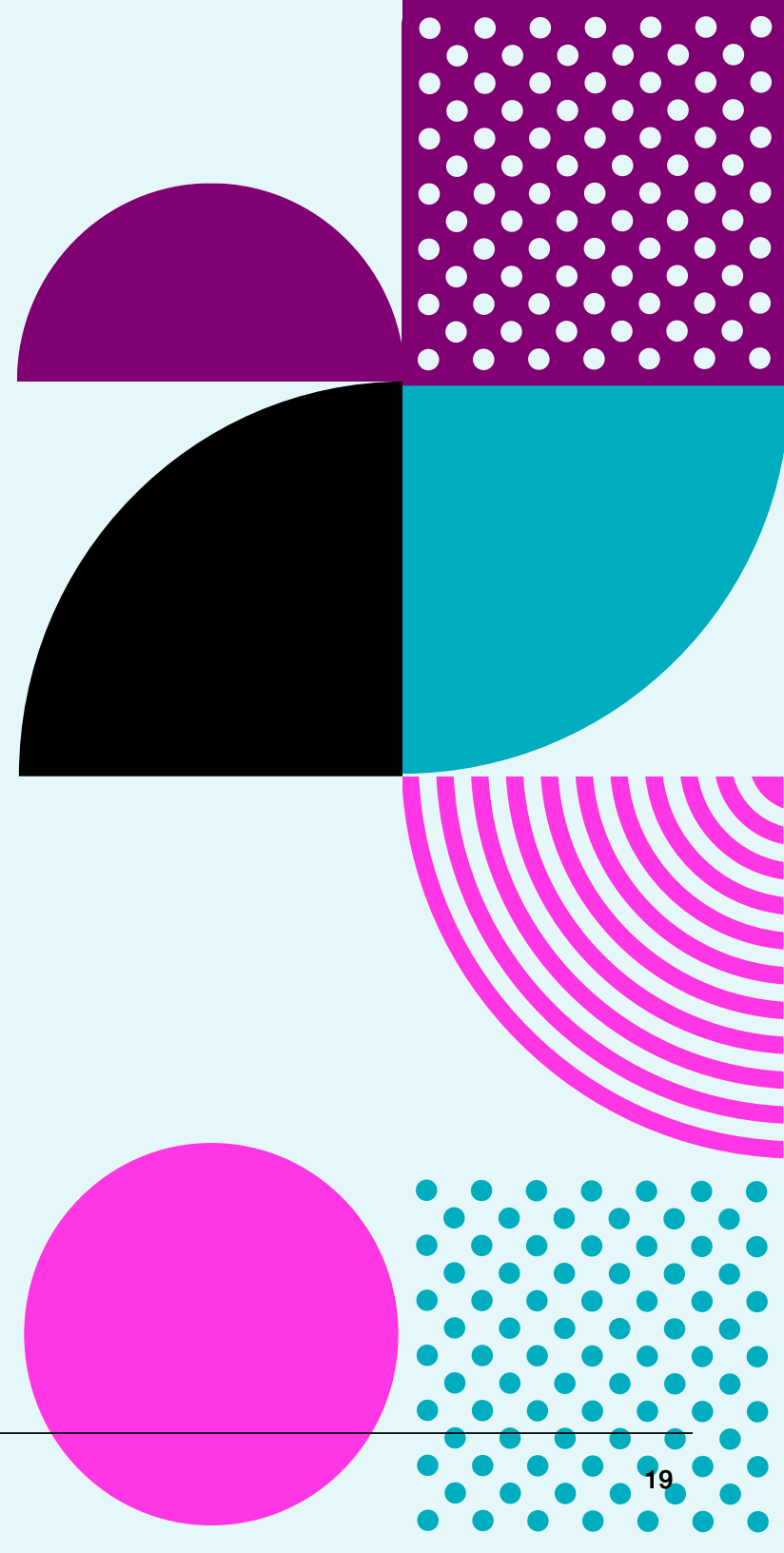
Insight reports this year focused on:

- > Artificial Intelligence at Work
- > Gender, Diversity and Discrimination in the Workplace
- > Starting a New Business in Canada
- > Unemployment in Canada



Innovative Programming

The Diversity Institute turns research into action to develop and test innovative programming that addresses emerging challenges in employment, entrepreneurship, and skills development in real time and to assess what works for whom. Building on our research, our programming leverages technology and social innovation to promote inclusive education and career development opportunities and improve access to high-quality training.



Advanced Digital and Professional Training



ADaPT is a skills development and work placement program that prepares recent graduates and students in their final semester for a changing world of work. ADaPT meets employer needs, provides graduates with 70+ hours of no-cost training on in-demand skills through professional and digital workshops, and offers alternative pathways to meaningful careers. ADaPT recently expanded to Eastern and Western Canada.

ADaPT By the Numbers



1,100+
participants
trained since 2020



85%
of participants
belong to equity-
deserving groups



90%
job placement rate



88%
satisfaction rate



200+
post-secondary
institutions
represented



The Globe and Mail, November 22, 2024, [Bridging skills gaps](#)

“In the last year, the ADaPT program, which is supported by the Future Skills Centre (FSC) and the Government of Ontario, has trained more than 1,100 people from various fields of study at more than 100 post-secondary institutions. Driven by employer needs, ADaPT has engaged with over 900 employers, including small and medium enterprises (SMEs) and large employers such as Sun Life Canada, the Royal Bank of Canada, TATA Consultancy Services Canada, Cognizant Technology Solutions Canada and Infosys.”

Enhancing Career Opportunities in K–12

Education is the strongest driver of social mobility, and Canada’s high levels of post-secondary graduation set it apart on the global stage. Pathways to employment start with grades K–12, yet research has shown students do not have equal or equitable opportunities to succeed. Building on its successful Study Buddy Program, DI has partnered with schools and school boards to enhance opportunities for youth.

Working with the Peel District School Board (PDSB), DI led training programs aimed at enhancing digital skills, entrepreneurship and tutoring programs. In all, 67 youth participated. In the summer of 2023, DI led an innovative program providing in-depth training for a unique summer coop program for 31 Black students with support from HSBC (recently acquired by RBC). Working with highly motivated PDSB teachers, DI staff and professionals from across industries provided an engaging and highly

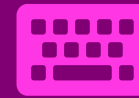
successful program. Students reported positive experiences, especially relating to skills development, wraparound supports and session activities. At least 90% reported improved entrepreneurial skills, digital skills and business writing skills. Students said they felt more confident and hopeful about the future. And 95% said being provided with a laptop allowed them to be more engaged, participate in and complete the program.

One important outcome was the understanding of the need for more career support not only for youth, but also their parents, teachers and guidance counsellors. Working together and with Tech Effect, DI developed the Future Skills and Careers portal to provide mentorship programs, digital skills training and career exploration resources.

PDSB-DI Training Program



108
families



136
students



6,977
hours



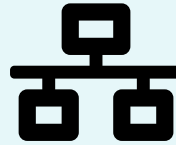
7,228
sessions

Building Entrepreneurial Skills

Working with the BBPA and other partners, DI worked on the latest iteration of the Rise up Pitch competition, which has grown to more than 1,000 participants.

Led by BBPA in collaboration with DI, the Black African and Caribbean Entrepreneurship Leadership (BACEL) training program addresses barriers for equity-deserving and newcomer populations interested in starting a small business or pursuing self-employment through free skills building, networking and mentorship training to more than 400 Black entrepreneurs. There are seven completed cohorts, with 1,259 registered participants, and 563 who completed programming. Post-survey results show that 78% were satisfied with the program and 79% were satisfied that the training was relevant to their needs and goals.

The Capital Skills program led by CCIB and partners helps entrepreneurs from equity-deserving groups (Black and racialized individuals, Indigenous Peoples and women) secure capital for their businesses by providing training and supports for up to 300 participants, one-on-one mentorship and guidance through the funding process.



Entrepreneurship Competency Framework

Building on the experience of 10 years of entrepreneurship training as well as evaluations of different programs, DI is leading the development of an entrepreneurship competency framework which takes into account stage of development, sector and individual characteristics.

Newcomer Entrepreneurship Hub & Women's Entrepreneurship Hub

The Newcomer Entrepreneurship Hub (NEH) and the Women's Entrepreneurship Hub (WE-Hub), presented by the Diversity Institute and Scadding Court Community Centre, offer free entrepreneurship training, business mentorship, networking and idea-testing opportunities, as well as wraparound supports to newcomers and self-identifying women entrepreneurs.

WE-Hub is a skills-based training program designed to support low-income women entrepreneurs in the Greater Toronto Area with entrepreneurship training led by industry professionals, 1:1 business mentorship, networking opportunities, low-risk market testing and wraparound supports.

NEH provides entrepreneurship training, business mentorship, networking and testing opportunities, and settlement and wraparound services that prepare participants, 59% of whom identify as women, to run a business in Canada. The Diversity Institute assesses the impact of the program on the economic integration of vulnerable newcomers.

Pathways to Employment for Newcomers and Refugees

Working with a wide range of partners, DI is studying innovative approaches to address the barriers faced by newcomers and refugees at all stages. This includes pre-arrival assessments; skills development for employment, including language skills, social capital, and networking; supports for youth; and trauma-informed approaches, including mental health supports.

WE-HUB & NEH Stats



40+
hours of entrepreneurial training



400+
WE-Hub participants



350+
NEH participants



125
new businesses launched



80%
increased entrepreneurship knowledge & skills (NEH)



87%
WE-Hub satisfaction

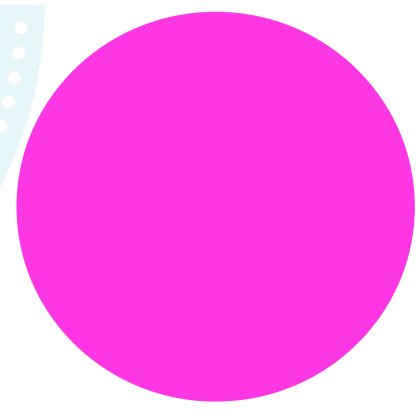
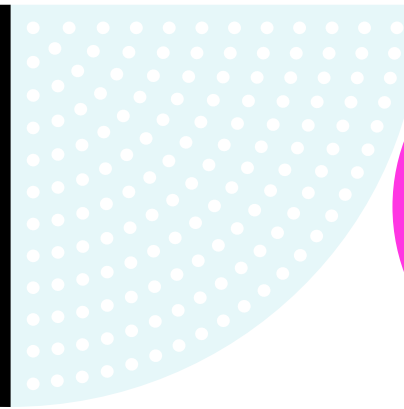
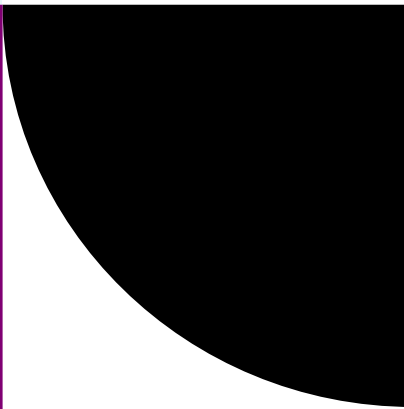
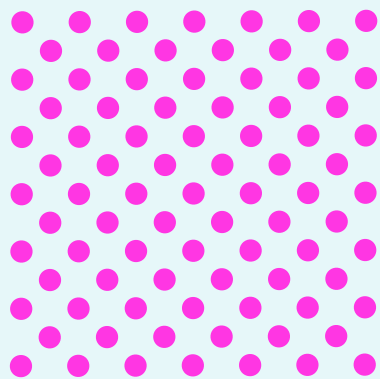
Contract Research & Consulting

Over the past year, DI has undertaken dozens of contract research and consulting projects for government, non-profit and private sector organizations.

Strategic Advice

Many projects have helped organizations embed inclusion in their strategies, policies and practices. For example:

- > **Innovation, Science and Economic Development Canada (ISED):**
DI developed a diversity tool for program design, implementation and evaluation for ISED, which has been rolled out across the organization.
- > **City of Vaughan:**
DI supported the development of an Addressing Anti-Black Racism Action Plan tailored to the specific needs of the diverse Black communities, including recommendations across the areas of city jurisdiction.
- > **City of Mississauga:**
DI is helping to develop recommendations for change, as well as measurement tools for monitoring progress based on extensive internal and external consultations.



Standards

The Diversity Institute has brought an EDI lens to national and international standards including:

> **International Standards Organization (ISO):**

DI leveraged data and held interviews with women experts globally to identify barriers and recommendations for gender inclusion on ISO technical committees. This included recommendations for increasing the representation of women in technical committees, their influence over decision-making on committees and their role as leaders.

> **50 – 30 Challenge Publicly Available Specification (PAS) and Technical Specification (TS):**

On behalf of ISED and the Standards Council of Canada, DI developed a PAS and TS to support the Challenge. The PAS on Self-Assessment provides guidance for organizations to demonstrate their compliance and/or progress toward Challenge goals. The TS on Certification provides the requirements for certification bodies to assess and certify signatories as compliant with Challenge goals. Both documents provide actions for organizations to advance EDI.

> **DI is developing a PAS** that provides a framework to apply an equity lens to disaster- and climate-resilient infrastructure project design and portfolio management. The PAS will help users with decision-making and risk management relating to their infrastructure projects.

Training

With more than 40 courses, DI has provided extensive online and in person training and capacity-building including programs on:

- > Introduction to EDI
- > Developing an EDI strategy
- > EDI for boards
- > Inclusive HR practices
- > Anti-Black racism
- > Measurement of EDI
- > Unconscious bias
- > Women in leadership
- > Inclusive design
- > Auditing culture
- > Quality assurance
- > What diversity and inclusion mean for marketing
- > Beyond GBA+
- > Health equity

Results, Impact & Recognition



Dr. Mohamed Elmi, Executive Director of DI, received the **2024 Inspired Innovators Award**.

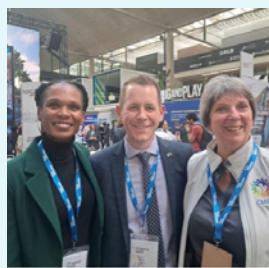
This award from the Coalition of Innovation Leaders Against Racism celebrates individuals for their positive impact on their

communities, the world and future generations through their contributions to the innovation ecosystem. The award recognizes Elmi for his research, teaching, contributions to innovative projects and leadership of DI at the Ted Rogers School of Management.



Dr. Wendy Cukier was recognized by the Canadian Council for Small Business and Entrepreneurship with the inaugural **Mary A. Kilfoil Award for Outstanding Contributions to Advancing Innovation in Entrepreneurship**

Education. This award honours an individual that has demonstrated extraordinary achievements in innovative entrepreneurship education. She also received the **King Charles III Coronation Medal** awarded by Senator Donna Dasko and former Senator Ratna Omidvar at a ceremony in Toronto.



Sabine Soumare, Executive Director of WEKH, was part of the Ontario delegation attending the two-day conference **Francotech** held in Paris in October at the initiative of the General Secretariat of the Francophonie Summit in partnership with Business France and the Alliance of Francophone Employers. This initiative aimed to promote innovation in France, strengthen the Francophone

economic space and foster business contacts with 1,500 professionals, heads of states and governments.



In August, **Dr. Cukier**, **Dr. Tania Saba** (Université de Montréal) and **Anjum Sultana** (Plan International Canada), participated in the **International Women 20 Summit (W20)** in Rio de Janeiro, Brazil, as part of the Canadian delegation. Dr. Cukier also participated in a webinar led by the **Canada-United States-Mexico Agreement Committee** on SMEs' issues with counsellors, women's

economic empowerment organizations and their networks to share insights on the Canadian government's approach to supporting women entrepreneurs.



At the 3rd session of the **Permanent Forum on People of African Descent** event in Geneva, Switzerland, DI's Nancy Mitchell, Director of Research, Special Projects, hosted a session with **the Honourable Jean Augustine, the Honourable Kamal Khera, Gaynel Curry, Tamara Thermitus and Nadine Spencer**. Emphasizing data and measurement, the session highlighted the barriers that

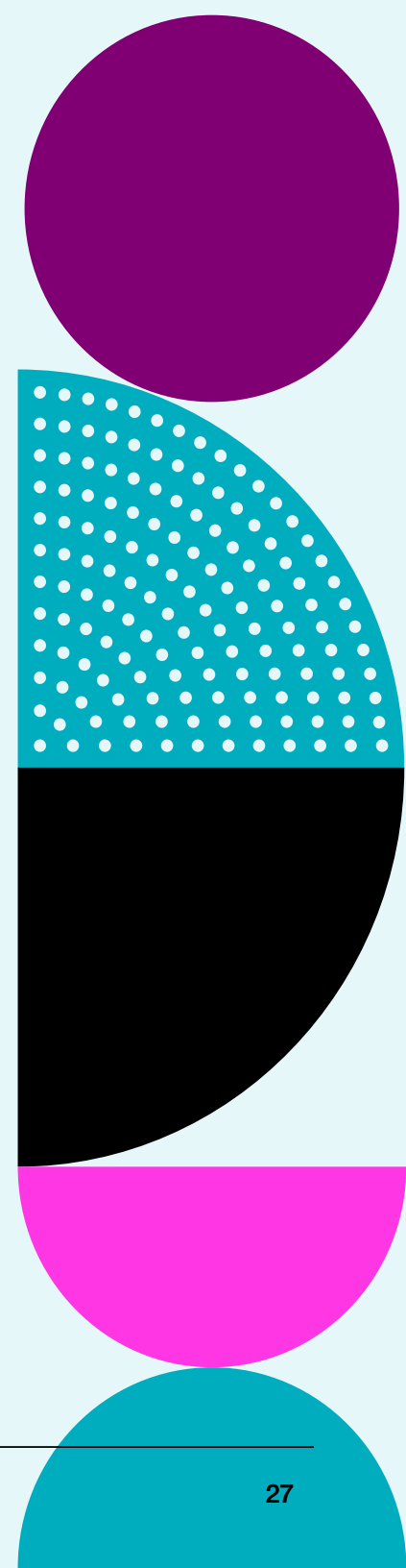
women of African descent experience in the economy and strategies for change.

Looking Forward

The last few years have been an incredible journey for DI. We have grown from 21 staff in 2017 to more than 100, with our reach and impact growing exponentially.

By turning research into action through a systems approach, DI creates concrete change at the societal, organizational and individual levels. Leveraging the power of networks and collaboration, our work has a tangible, positive impact on the lives of diverse entrepreneurs, students and workers.

This is only the beginning. As we look at 2025 and beyond, we are eager to continue this work to drive diversity and inclusion alongside our partners across Canada.





The Diversity Institute conducts and coordinates multi-disciplinary, multi-stakeholder research to address the needs of diverse Canadians, the changing nature of skills and competencies, and the policies, processes and tools that advance economic inclusion and success. Our action-oriented, evidence-based approach is advancing knowledge of the complex barriers faced by under-represented groups, leading practices to effect change, and producing concrete results. The Diversity Institute is a research lead for the Future Skills Centre.

Get in touch

