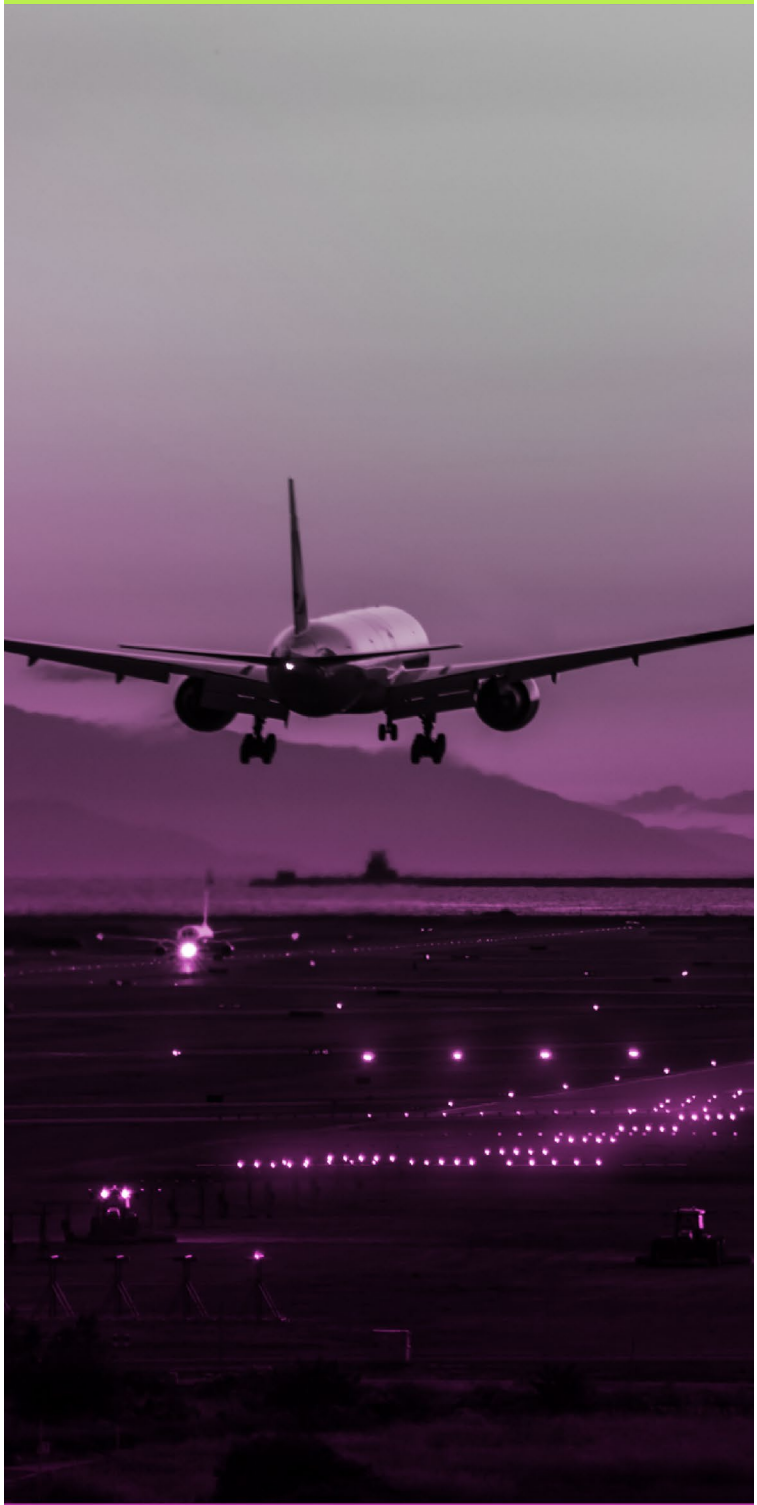
Equity, Diversity and Inclusion in the Transportation Sector







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The Diversity Institute undertakes research on diversity in the workplace to improve practices in organizations. We work with organizations to develop customized strategies, programming and resources to promote new, interdisciplinary knowledge and practice about diversity with respect to gender, race/ethnicity, Indigenous Peoples, abilities and sexual orientation. Using an ecological model of change, our action-oriented, evidence-based approach drives social innovation across sectors.

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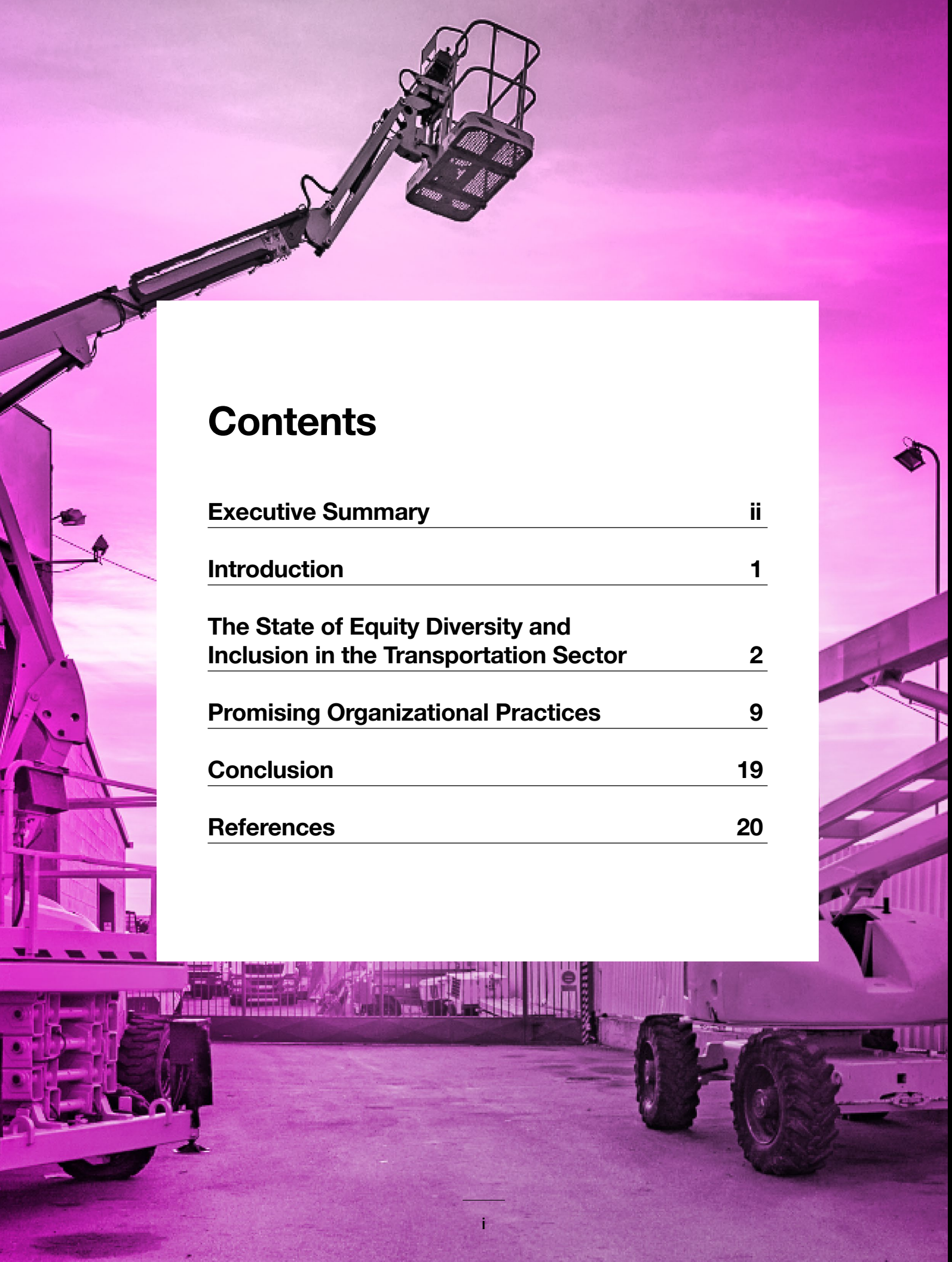
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Contents

Executive Summary ii

Introduction 1

The State of Equity Diversity and Inclusion in the Transportation Sector 2

Promising Organizational Practices 9

Conclusion 19

References 20



Executive Summary

Federally regulated industries subject to the Legislated Employment Equity Program tend to have better track records on the representation of women, racialized persons, Indigenous Peoples and persons with disabilities than other sectors. Yet more work needs to be done. Significant representation gaps exist in leadership roles, access to opportunities and feelings of inclusion and fairness. Additionally, not all equity, diversity and inclusion (EDI) strategies are effective.

However, research provides insights about what works for whom, and utilizing a systems approach helps identify the levers that can make a difference.



The Workplace Opportunities: Removing Barriers to Equity (WORBE) project hopes to use these approaches to create change. In this project, the Diversity Institute is collaborating with corporate partners from the financial services and banking, communications, and transportation sectors. It aims to:

- Increase the representation of women, racialized persons, Indigenous Peoples and persons with disabilities in eight to 10 federally regulated organizations
- Increase the understanding among stakeholders of industry-specific barriers to EDI and effective practices to accelerate progress
- Develop and adapt new inclusion tools and guides tailored to industry-specific needs.

As a starting point, this report uses data analysis to provide a snapshot of the status of EDI within the transportation sector. It also examines promising EDI practices within this industry.

In assessing representation of designated groups in the workplace, a key benchmark

is the labour market availability (LMA). An employer's workforce is considered representative of the labour market if the representation of each designated group is equal to the group's LMA. LMA data can lag current representation data somewhat, but remains a useful benchmark to evaluate workplace representation against.

An analysis of the 2021 Employment Equity Sector data and 2021 Employment Equity Form 2 company reporting finds:

> The representation of women across the sector is 27.4%, lower than the 2021 Canadian LMA of women of 48.2%.

> Women's representation varies by occupation and job level. Women account for 68.1% of administrative and senior clerical personnel, 29.8% of middle managers and 21.8% of senior management.

> Women's representation is significantly higher than the sector average among professional (40.1%), supervisory (52.1%) and intermediate sales and service occupations (59.6%). This suggests there is a strong pipeline for middle management positions. However, Canada Post is the only large organization in the sector achieving near parity, with women at 44.2% among middle managers and 44.9% among senior managers.

> Racialized persons are under-represented within the sector, accounting for 19.5% of the overall workforce. This is lower than the sector LMA of 25.9% and Canadian LMA of 21.3%. The representation of racialized persons is 16.2% among middle management and 8.5% among senior managers.

> Persons with disabilities account for 3.7% of all employees in the sector, versus the Canadian LMA of 9.1%.

> Of the large organizations reviewed, Canada Post has been the most effective at attracting persons with disabilities. This group accounts for 6.7% of all employees, 10.5% of middle management and 11.6% of senior management.

> Across all occupations in the sector, the representation of Indigenous Peoples is 3%, compared with the 4% Canadian LMA.



The recruitment and retention of women, racialized persons, Indigenous Peoples and persons with disabilities *appears to be a challenge for the sector, as representation* ***falls below the labour market availability****.*

Overall, the recruitment and retention of women, racialized persons, Indigenous Peoples and persons with disabilities appears to be a challenge for the sector, as representation falls below the LMA. Acknowledging that recruitment challenges may exist, there is a need for targeted programs and community engagement to

expand the talent pool and ensure diverse individuals participate in this key sector. It is also important to ensure mentorship, development and promotional opportunities are prioritized for diverse candidates.

A desk review leveraging the Diversity Institute's Diversity Assessment Tool (DAT) framework was employed to identify promising practices among employers in the sector. This framework examines:

> **Leadership, governance and strategy** with respect to representation and the tone from the top

> **Human resources (HR) practices** and the degree to which they incorporate EDI considerations

> **Culture and values,** as evidenced through the design of policies and corporate values that create an organizational culture in which women and diverse employees feel like they belong

> **Measurement and tracking** of EDI activities and the evaluation of organizational efforts to advance inclusion

> **Diversity across the value chain,** including procurement, product design, communications and customer service

> **Outreach and expanding the talent pool** to create new opportunities for equity-deserving groups in the sector.

Examples of promising practices across the broader transportation sector include:

> The Transat A.T. board has established a diversity policy, noting EDI's advantages around effectiveness and decision-making. The policy establishes the aim to maintain gender parity on its board of directors, so it would include between 45 and 55% women. The actual representation of women on its board in 2023 was 50%. The company's CEO is a woman and its management is 40% women. Air Transat leverages a skills matrix for board recruitment that includes gender. The organization has not yet set targets for the representation of Indigenous Peoples, persons with disabilities and racialized persons on its board. However, it does identify such diversity as a consideration in new board and executive appointments and is reviewing how it can expand its diversity policy beyond gender.

> Purolator has collaborated with 50 universities and with civil society organizations (such as Lifeline Afghanistan), to create a more diverse and representative talent pool. In 2022, 44% of non-unionized new hires were women and in 2023, the company announced a focus on attracting women for leadership roles. To support learning and continuous improvement, Purolator has implemented an exit interview process that incorporates attention to EDI.

> Purolator's health and wellness strategy includes programs to support the physical, mental and social health of employees and their families. In addition to comprehensive health benefits and an employee and family assistance program (EFAP), the company has a chief medical director and wellness programming and training. This includes mental health e-learning modules. Mandatory for all employees, they are designed to increase awareness around mental health topics and reduce stigma and

barriers in the workplace. In addition, all people managers were given training that allowed them to gain the knowledge and skills needed to support their employees.

> Jazz Aviation, the operator of Air Canada Express, is committed to addressing pay gaps within their organization. In its Employment Equity Pay Transparency Report, Jazz explains the causes of pay gaps and actionable steps to rectify them. This analysis also points to the ways representation gaps lead to overall disparities in remuneration. For instance, women are under-represented among highly paid positions such as pilots (7%), maintenance engineers (6%), and senior management (26.7%). However, women account for 80% of flight attendants and 64% of administrative positions. In response, Jazz has set targets, timelines and plans to increase diverse representation among the highest paying roles and within the pipeline needed to get there.

> Canadian National (CN) railway and Canada Post have worked to diversify their procurement channels by, for example, partnering with the Canadian Council for Indigenous Business (CCIB). Both organizations are registered as Indigenous Procurement Champions with the CCIB, having committed to increase spending with Indigenous-owned suppliers within their supply chains.

> In conjunction with CAE and the Northern Lights Aero Foundation, Air Canada developed the Captain Judy Cameron scholarship to encourage women in Canada to succeed in aviation and aerospace careers. The initiative offers scholarships for young women studying to become commercial pilots or maintenance engineers and the program includes mentoring and networking opportunities.

The transportation sector has made progress in advancing EDI. However, gaps remain. Women, racialized persons, Indigenous Peoples and persons with disabilities remain under-represented across the sector. There continues to be a significant opportunity and imperative for the sector to attract and engage the talents of equity-deserving groups at all job levels. It is also notable that individual firms have demonstrated strengths in areas and our desk research revealed many promising practices across the sector.

Future collaboration with WORBE partners presents the opportunity to explore new solutions for advancing EDI and generating results.





Introduction

Federally regulated sectors subject to the Legislated Employment Equity Program tend to have better track records on the representation of women, racialized persons, Indigenous Peoples and persons with disabilities than other sectors. Yet more work needs to be done. Significant representation gaps exist for leadership roles, access to opportunities and feelings of inclusion and fairness. Additionally, not all equity, diversity and inclusion (EDI) strategies are effective.

However, research provides insights about what works for whom, and utilizing a systems approach helps to identify the levers that can make a difference.

The Workplace Opportunities: Removing Barriers to Equity (WORBE) project hopes to use these approaches to create change. In this project, the Diversity Institute is collaborating with corporate partners from the financial services and banking, communications, and transportation sectors. It aims to:

> Increase the representation of women, racialized persons, Indigenous Peoples and persons with disabilities among senior and middle managers, professional roles, and administrative and clerical personnel, in eight to 10 federally regulated organizations.

> Increase the understanding among stakeholders of industry-specific barriers to diversity and inclusion, and effective practices to accelerate progress on EDI

> Develop and adapt new inclusion tools and guides tailored to industry-specific needs.

Federally regulated organizations have a significant impact on economic development and equity that extends beyond their direct workforce. In addition, transportation and logistics companies are the foundation of many other sectors.

Thus, EDI in the transportation sector has a significant impact across economic, cultural and social development. For this reason, it is important to view EDI in this industry within a larger societal context.

This report begins with an analysis of representation data that provides a snapshot of the status of EDI in the sector. Next, it identifies promising practices within the industry, with special attention to a broader perspective on EDI. It examines not just organizational leadership, but also the organizations' products and services, advertising and efforts to engage communities.



The State of Equity Diversity and Inclusion in the Transportation Sector

The transportation sector employed 208,945 people in 2021, representing about 28% of the federally regulated private-sector workforce.[1]

Data from the 2021 Employment Equity Sector data[2] and 2021 Employment Equity Form 2 company reporting[3] enables a detailed analysis of representation in the sector. Figures 1, 2 and 3 detail the representation of four designated groups (racialized persons, Indigenous Peoples, women and persons with disabilities) across the sector and within the workforce of large companies in the sector.

A key benchmark with which to gauge the sector's performance is the labour market availability (LMA). An employer's workforce is considered representative of the labour market if the representation of each designated group is equal to the group's LMA.[4] LMA data can lag current representation data somewhat, but remains a useful benchmark to evaluate workplace representation against. The Canadian and sector LMA statistics are calculated by Employment and Social Development Canada, leveraging Statistics Canada 2016 census data and the 2017 Canadian Survey on Disability (CSD).

It is worth noting that the LMA is a lagging indicator likely to understate actual labour market availability. For example, Canada welcomed more than 1.3 million newcomers between 2016 and 2021. Immigrants as a percentage of the Canadian population increased by 1.1% during that period,[5] while racialized individuals represented 83% of recent newcomers.[6]

In addition, the rate of growth in the Indigenous population in Canada has far exceeded that of Canada's non-Indigenous population.[7] A 2016 statistic will therefore understate the representation of these cohorts. Despite these limitations, the LMA is the most common point of comparison and our analysis leverages it.

Women's representation

> Across the transportation sector, women's representation is 27.4%, lower than the overall Canadian LMA for women of 48.2%.[8] Women account for 24.1% of full-time permanent employment in the sector.

> Women's representation varies by occupation and job level, with women accounting for 68.1% of administrative and senior clerical personnel,[9] yet only

21.8% of senior management.[10]

> For the largest organizations (Canada Post, Purolator, FedEx Canada, FedEx Ground and UPS Canada), women's representation varies significantly within these organizations, ranging from 20.2% at Purolator to 45.7% at Canada Post.[11]

> Senior management representation matters, as it is the precursor to executive and board of director positions. In 2023, women represented 21.8% of senior managers in the sector. [12]

> Representation within middle management is also important, as it signals the pipeline for senior leadership. Here, the sector is also below the Canadian LMA for women, with 29.8% representation.[13] However, Canada Post is the only large organization achieving near parity, with womewn at 44.2% among middle managers and 44.9% among senior managers. [14]

> Women's representation is higher among professional (40.1%), supervisory (52.1%) and intermediate sales and service occupations (59.6%). This suggests there is a strong pipeline for middle management positions.

> Among women in middle management at the four largest organizations, on average only 26% are racialized women, ranging from 19.4% at Canada Post to 33.1% at Purolator.[15] In contrast, among men in middle management, 33.2% are racialized men.

> Another challenge in the sector is the pay gap for women. Across all employees, women make $0.90 for each dollar that men earn. For middle managers, that figure is $0.92 and, for senior managers, it's $0.89.[16]

> Organizations the sector have generally not been successful recruiting women into their workforce or promoting equity among senior leadership. Priorities for the sector should be recruitment, retention, succession planning, leadership development, organizational culture and the removal of systemic barriers to women's advancement.

Representation of racialized persons

> Racialized persons are under-represented within the sector at 19.5%, which is lower than the sector LMA (25.9%) and Canadian LMA (21.3%).[17] Representation is at 18.8% among full-time permanent employees.

> Inequality is greatest at the top, with racialized persons accounting for 16.2% of middle managers and 8.5% of senior managers.[18]

> Between Canada Post, Purolator, FedEx Canada, FedEx Ground and UPS Canada, racialized persons account for a range of 19.6% to 33.1% of middle managers and 9.1% to 14.5% of senior managers. Purolator (32.4%) and FedEx Ground (33.1%) have been most successful at recruiting and promoting racialized persons into middle management, above the sector and Canadian LMAs.[19, 20]

> Pay gaps exist between racialized persons and non-racialized persons in the sector. Across all employees, racialized persons make $0.92 for each dollar that non-racialized persons earn. Among middle managers, that figure is $0.98 and, for senior managers, it's

$0.85.[21]

Representation of persons with disabilities

> Recruitment and retention of persons with disabilities appears to be a challenge for the sector. Representation is below the Canadian LMA.

> Persons with disabilities account for 3.7% of all sector employees, versus the Canadian LMA of 9.1%.[22]

> The sector does relatively better at the management level. Persons with disabilities represent 4.1% and 4.4% of middle management and senior management respectively, versus the Canadian LMA of 5.0% for both categories.[23]

> Among the large organizations reviewed, Canada Post has been most effective at recruiting persons with disabilities. This group accounts for 6.7% of all Canada Post employees, 10.5% of middle managers and 11.6% of senior managers.[24]

Representation of Indigenous Peoples

> The recruitment, retention and promotion of Indigenous Peoples should be a priority at all job levels. Across all occupations in the sector, the representation of Indigenous Peoples is 3% compared with the 4% Canadian LMA.[25]

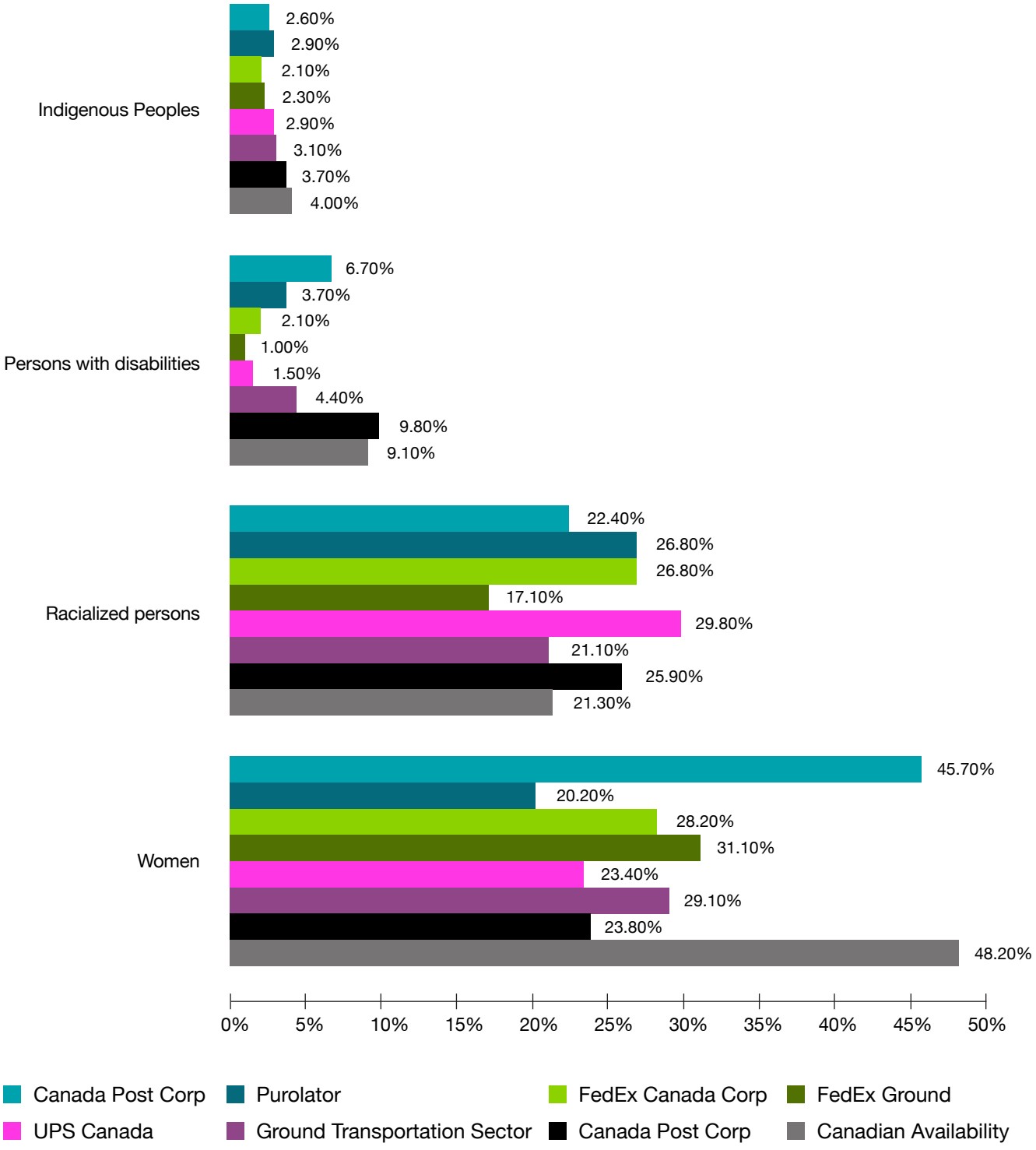
> At the middle management level, the representation of Indigenous Peoples across the sector is 2%, compared with the Canadian LMA of 2.7%.

Among senior managers, only 0.9% are Indigenous Peoples, as compared with the Canadian LMA of 3.2%.[26]

> Acknowledging that recruitment challenges may exist, there is a need for targeted programs and community engagement to expand the talent pool and ensure Indigenous Peoples participate in this key sector.



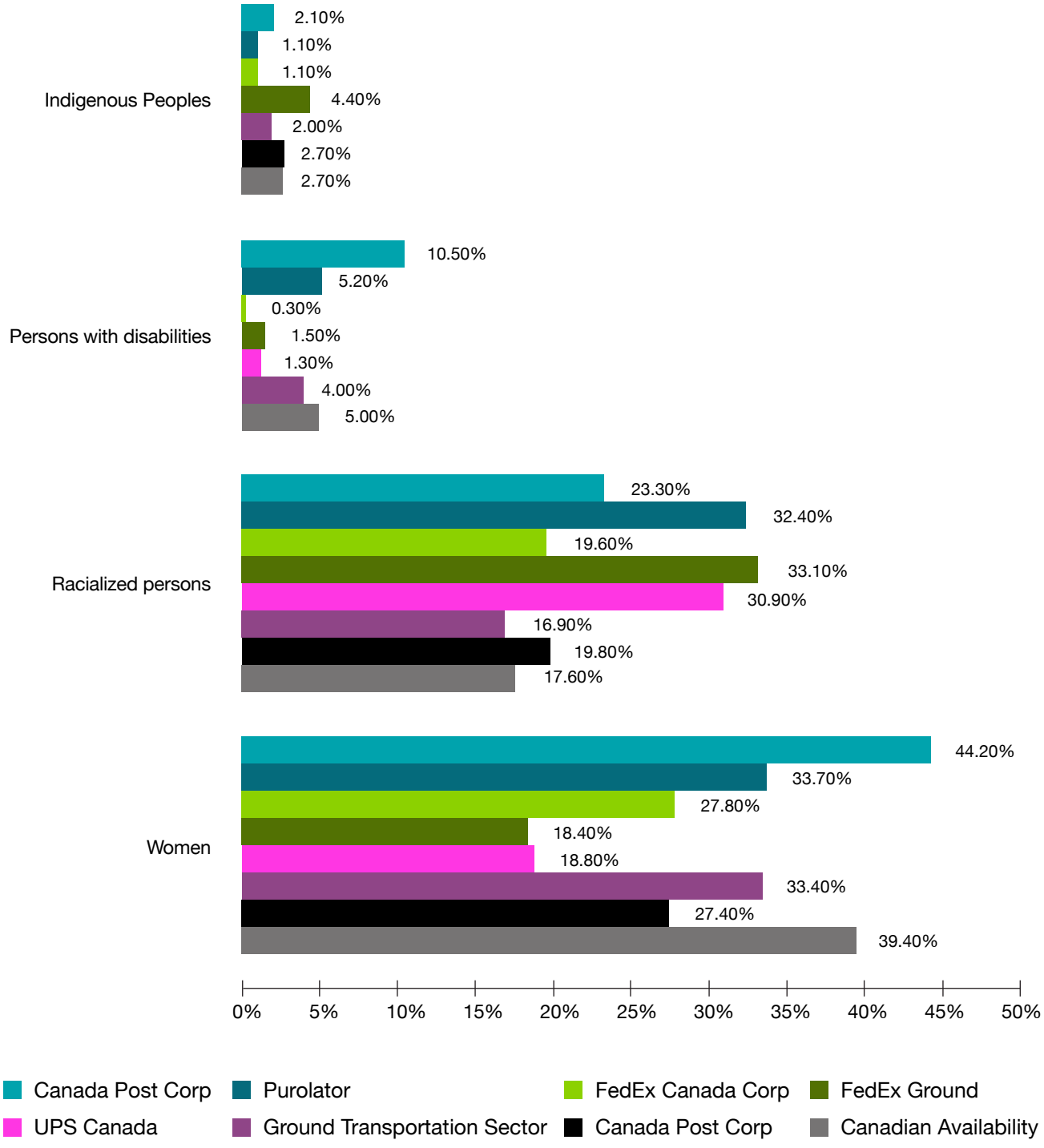
FIGURE 1
Representation of equity-deserving groups among all transportation sector employees



Source: Government of Canada (2021).

FIGURE 2

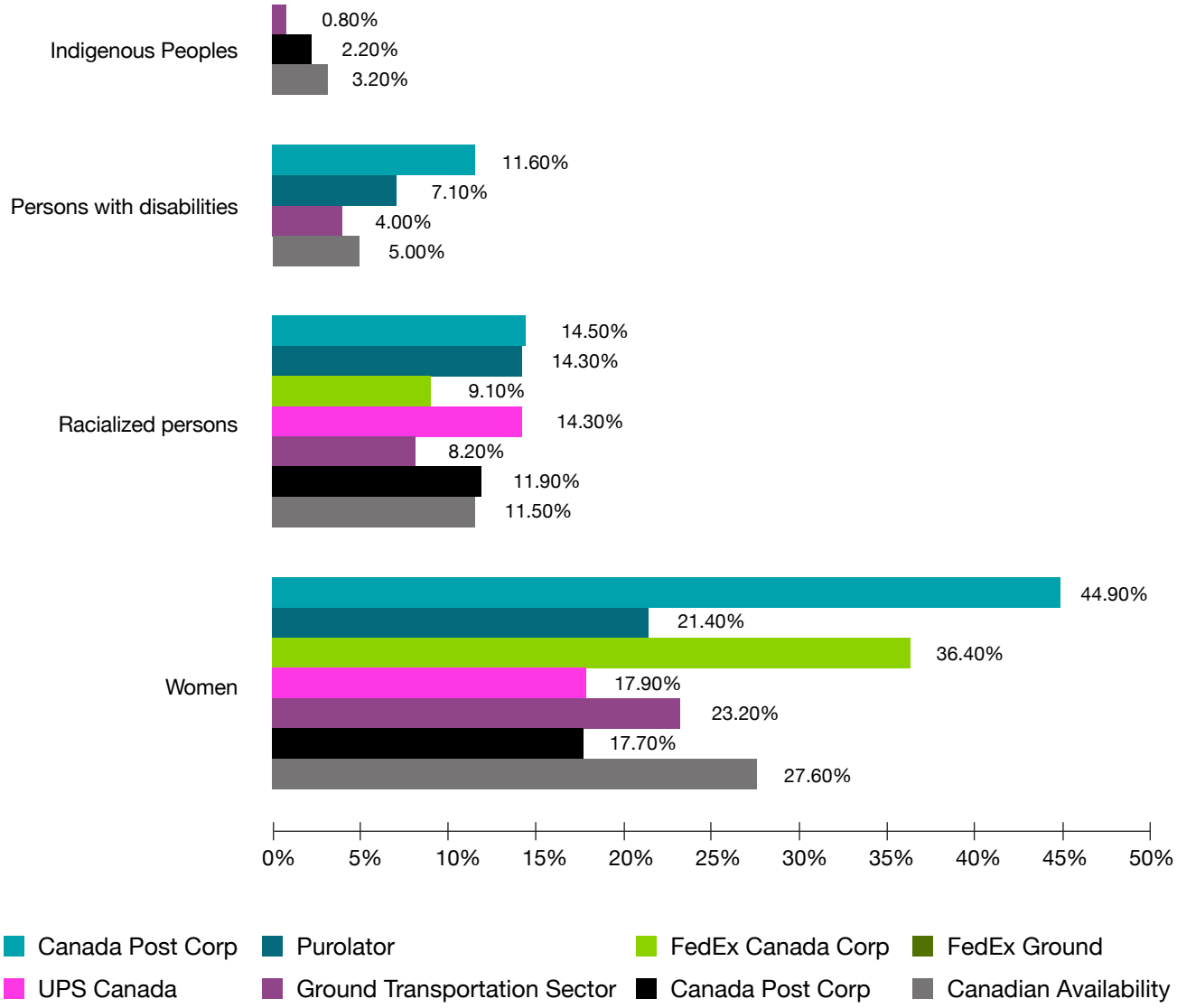
Representation of equity-deserving groups among middle managers in the transportation sector



Source: Government of Canada (2021).

FIGURE 3

Representation of equity-deserving groups among senior managers in the transportation sector



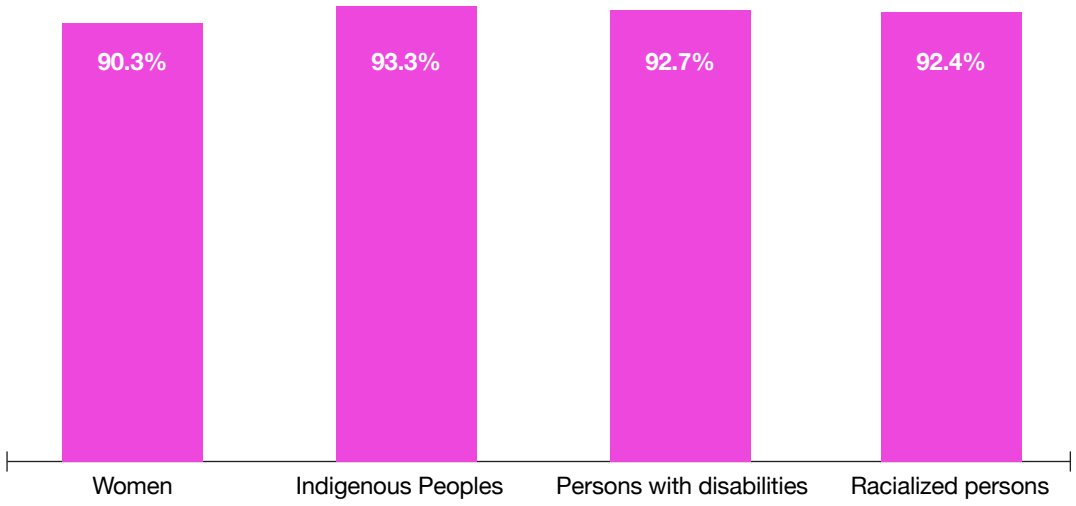
Source: Government of Canada (2021).

Wage gaps in the sector

While Employment Equity Program data does not assess pay equity for comparable jobs, it does highlight substantive wage disparities within the sector. Barriers to representation at management and executive levels and under-representation within the job categories attracting higher remuneration may, among other factors, contribute to this gap.

FIGURE 4

Wage gaps for equity-deserving groups in the transportation sector



Earnings per $1.00 earned by non equity deserving groups

Source: Government of Canada (2021).



Promising Organizational Practices

A desk review leveraging the Diversity Institute's Diversity Assessment Tool (DAT) framework was employed to identify promising EDI practices. The DAT is a comprehensive framework derived from international research and standards including recently developed Canadian guidelines.[27, 28, 29, 30] The DAT enables a detailed analysis of an organization's EDI practices across all aspects of its operations. This review involved a web search of companies operating in the sector. Publicly available documents from various organizations were examined to identify the processes, policies and actions employed to advance EDI within the sector and beyond.

The analysis in this report focused on the six aspects of organizations included in the DAT:

1. Governance, leadership and strategy: This includes measures to set targets and improve the representation of equity-deserving groups in leadership and governance. It also involves applying an EDI lens to the processes of leadership, strategy development and setting the "tone at the top."

2. Human resources (HR): This includes actions at every step of the HR process, including job design, recruitment, selection, training and development, management, and employee engagement.

3. Values and culture: The phrase "culture eats strategy" underscores the idea that an organization's culture is often the most important and challenging aspect of change. It is crucial to implement initiatives that ensure policies and procedures reflect and reinforce EDI and embed them into the organization's core values and work environment.

4. Measurement and tracking: As the saying goes, "what gets measured gets done." This area includes a series of benchmarks mapped to each dimension of the corporation's EDI strategy to set targets, track progress and promote transparency and accountability.

5. Diversity across the value chain: This evaluates whether the organization has embedded EDI across its core systems. Whether an organization applies an EDI lens to their end-to-end processes. This includes procurement, research and development, product and service design, marketing, and sales and service.

6. Outreach and expanding the pool: This refers to how an organization uses its influence to advance EDI more broadly. This includes how it engages and shapes its ecosystem through government relations, as well as philanthropic and community partnerships.

Governance, leadership and strategy

Women, racialized persons, Indigenous Peoples, persons with disabilities, and 2SLGBTQ+ communities are under-represented on boards and in senior leadership positions across corporate Canada. Barriers to the full and equal participation of women and other equity-deserving groups may include bias and stereotypes around what makes a "good" leader, a lack of awareness and understanding of disparities, exclusionary recruitment and promotion processes, and inadequate access to mentorship and professional development. Diversity in leadership not only signals who belongs; it's also linked to better organizational performance. Studies show that diverse organizations outperform those that are less diverse, as applying a variety of perspectives leads to increased innovation, revenue generation and employee engagement, as well as better governance and improved decision-making.[31]

Advancing EDI starts with leadership and can be facilitated by practices such as having a skills matrix and a strategy to identify, recruit and nominate diverse board members and a diverse senior management team (i.e., one that includes women, Indigenous Peoples, persons living with disabilities, racialized persons and those identifying as 2SLGBTQ+). Organizations can also signal their commitment to EDI by having an organizational mission, vision or purpose statement and organizational goals tied to diversity and inclusion. They can also create a diversity and inclusion committee or a senior leadership role responsible for advancing EDI.

In this regard, there are visible examples of progress in the transportation sector overall. For example:

> The Transat A.T. board has established a diversity policy, noting EDI's advantages on effectiveness and decision-making. The policy establishes the aim to maintain gender parity on its board, which is defined as having 45% to 55% women. The actual representation of women on its board was 50% in 2022, which increased to 55% the following year. The company's CEO is a woman and 40% of its management are women.[32] Transat leverages a skills matrix for board recruitment that includes gender.[33] As of 2023 the organization has not set targets for the representation of Indigenous Peoples, persons with disabilities and racialized persons on its board. However, it does identify such diversity as a consideration in new board and executive appointments and is reviewing how it can expand the diversity policy beyond gender.[34]

> The CPKC board diversity policy outlines its diversity objectives when identifying candidates for election or appointment.[35] The policy also includes a short statement on the board's role in fostering a diverse and inclusive culture.

> Jazz Aviation, the operator of Air Canada Express, has made diversity a foundational principle of its company

mission statement,[36] signalling its priority for the company.

> Purolator has set the tone from the top by establishing an EDI leadership council that includes senior leaders from across the business. The company supports an extensive EDI regional council network and has a dedicated director of EDI who leads the function to support implementation.[37] Senior management has further communicated the importance of EDI through its corporate value statements, sustainability report, diversity and equity communications, training and events.[38]



Board of Directors Skills Matrix

The Transat A.T. board's Diversity Policy includes the objective of gender parity on its board and among its executives, 40% women. It created a skills matrix for the Board which includes data on languages, age, gender, and core qualifications. The representation of Designated Persons is also considered.

Source: Transat A.T. (n.d). 2023 Annual and special meeting of shareholders. https://www.transat.com/getmedia/422a963d-3d44-41ea-931e-1c6fecf8d3ef/2023-management-proxy-circular.pdf.aspx?ext=.pdf#page=49

Organizations in the sector could further their EDI progress by registering for the government of Canada's 50 – 30 Challenge. Signatories to this challenge have committed to gender parity (50% women and/or non-binary people) on boards and/or in senior management, as well as significant (30%) representation of other equity-deserving groups on their board and senior management.[39] Participating organizations are assisted with EDI best practice tools to support their progress.

Human Resources practices

Considerations about EDI can be prioritized in HR practices, including the recruitment, selection, training, development and promotion of employees. Research shows that without attention to EDI, bias is often embedded in the job design, hiring and advancement processes.[40] For example, equally qualified applicants with "foreign-sounding" last names were found to be 30% less likely to receive a call for an interview when applying for jobs in the Greater Toronto Area.[41] Job postings with strict degree requirements can fail to recognize the impact of unequal access, since intellect and talent can come through alternative pathways. The similarity attraction bias is also a well-known issue in selection decisions, as leaders tend to give higher rankings to candidates who are like themselves.[42] This unconscious bias, combined with a lack of diversity at the leadership level, can disadvantage diverse candidates and sway hiring decisions.

An examination of EDI reports and website content within the sector indicates several organizations are sensitive to these factors and have taken steps to mitigate bias and attract diverse candidates. For example:

- Purolator has collaborated with 50 universities and with civil society organizations (such as Lifeline Afghanistan), to create a more diverse and representative talent pool. In 2022, 44% of non-unionized new hires were women and in 2023, the company announced a focus on attracting women for leadership roles.[43] To suppor learning and continuous improvement, Purolator has implemented an exit interview process that incorporates attention to EDI.[44]

- Canada Post has developed recruitment channels focused on EDI, supported by partnerships with the Canadian Centre for Diversity and Inclusion, the Canadian Council on Rehabilitation and Work, the Employment Accessibility Resource Network and others.[45]

- Transat offers EDI training for management, as well as training on inclusive recruitment practices for the talent acquisition team.[46]

- Having a diverse hiring committee involved in candidate screening, interviewing and selection can work to mitigate bias. Using a standardized interview process that includes case study work assignments, proficiency tests for skills (such as coding) and other sample evaluations can also help.[47]

Apart from a job's required technical abilities, social-emotional skills and cross-cultural understanding are important for onboarding an employee and fostering a positive work environment. Formalized development, mentorship and coaching have been proven to have a significant impact on the career outcomes of employees.[48] For example:

- Transat offers EDI awareness-raising and training workshops on topics such as gender-neutral writing and communication. There is mandatory EDI training for all employees.[49]

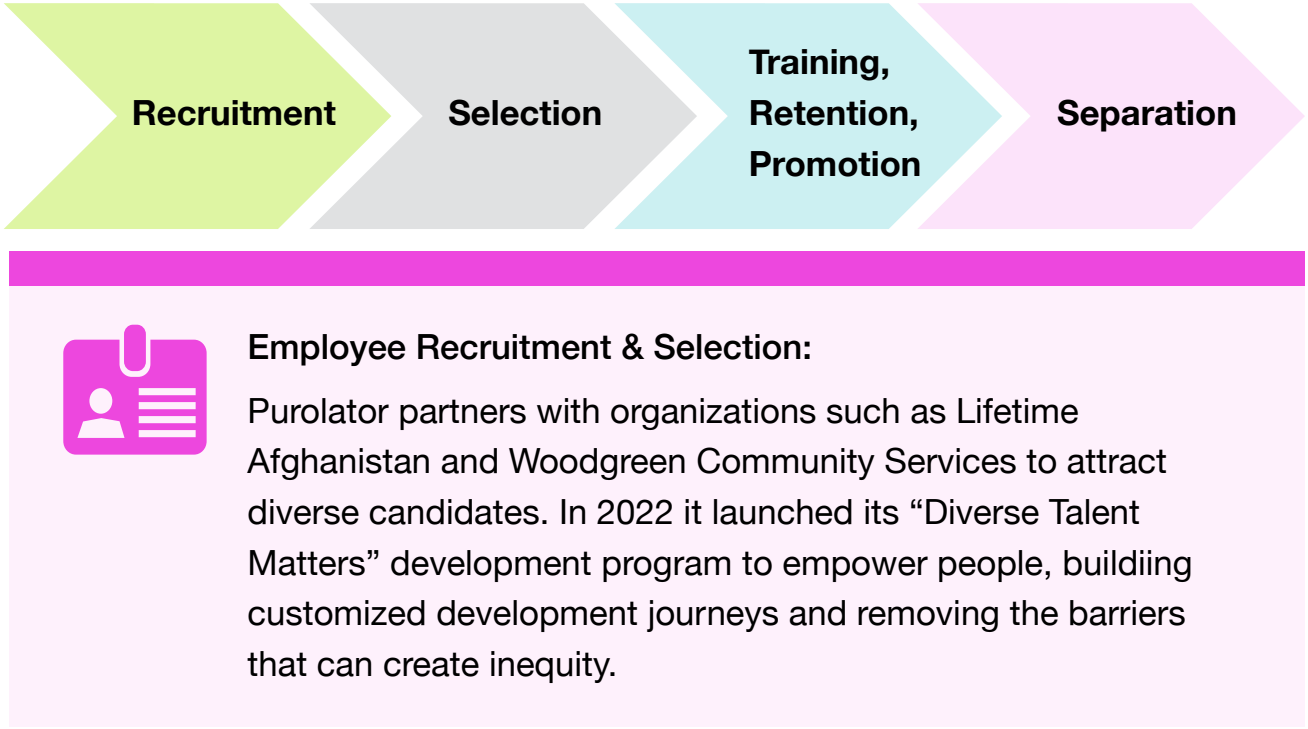
- Transat also offers professional development opportunities for all employees and publishes completion metrics. Training and development opportunities include leadership programs, socio-emotional skills training and technical programs such as the Microsoft 365 Campus, which includes unlimited access to a library of more than 1,500 Microsoft training courses.[50]

- Purolator's Diverse Talent Matters development program includes customized development journeys, support, mentorship and access to networks for employees who are members of equity-deserving groups, particularly those who identify as women, Black, Indigenous, or racialized.[51] The company offers training to all employees covering EDI fundamentals and conscious inclusion. Senior leaders complete an inclusive leadership program to promote the removal of barriers and ensure an inclusive culture.[52]



FIGURE 5

Human resources processes



Source: Purolator (2022). 2022 Sustainability Report.

These examples highlight the need for organizations to invest in such programs for women and other equity-deserving employees.

Culture and Value

Purposeful design of an organization's policies and values can create a culture where women and other equity-deserving employees feel like they belong. This can involve provisions for flexible working arrangements, support for employee resource groups, inclusive policies, access to mental health counselling, consideration of diverse needs when planning social events and building a culture that is free of discrimination.

> Cathay Pacific Airways, for example, has implemented a number of policies to ensure a fair, equitable and respectful work environment. This includes a diversity and inclusion policy[53] available online, an anti-bullying and anti-harassment policy, a non-discrimination policy and others.

> Transat's code of ethics provides a detailed example of this type of policy, setting the context for ethical operations.[54]

> Jazz supports internal networks and employee resource groups such as the Diversity Council, LGBT+ Group, Indigenous Employee Group, Chorus for Women, Abilities Employee Group, and Black Employee Network.[55] These forums provide employees with opportunities to

Examples of companies' support for culture and values

Flexible Work Policy

Air Transat offers employees a flexible work environment to support each employee's needs and potential. For example, with Transat's teworking flexibility, employees can work from the comfort of their own home or at Transat's work sites.

Employee Resource Groups

Jazz supports internal networks and employee resource groups such as the Diversity Council, LGBT+ Group, Indigenous Employee Group, Chorus for Women, Abilities Employee Group, and Black Employee Network.

Mental Health Benefits

Air Tindi offers comprehensive benefits, including an employee assistance program with 24 hour access to counselling services.

share experiences, identify barriers and promote allyship.

> Purolator promotes an inclusive culture through its EDI newsletter, EDI conversation series, and an online forum to promote dialogue, as well as through DEI events and learning opportunities surrounding its International Women's Day, Black History Month, Pride Month, International Day of Persons with Disabilities and National Indigenous Peoples Day celebrations.[56]

> Purolator's health and wellness strategy includes programs to support the physical, mental and social health of employees and their families. In addition to comprehensive health benefits and an employee and family assistance program (EFAP), the company has a chief medical director and wellness programming and training. This includes mental health e-learning modules, mandatory for all employees, that are designed to increase awareness and reduce stigma and barriers in the workplace.[57] The Working Mind Manager training was completed by all people managers, allowing them to gain the knowledge and skills needed to support their employees.[58] A new initiative for Purolator managers, the Workplace Mental Health Leadership certificate, takes this learning further. Developed by the Faculty of Health Sciences at Queen's University and TELUS Health, the program provides practical solutions to create a

psychologically safe work environment.[59]

Measurement and tracking

Research supports not only the development of EDI targets, but also plans and actions to make them a reality. These actions should be supported by defined timelines and ongoing measurement to track organizational progress.[60] The targets and plans can be embedded into each organization's strategic plan and reporting, as well as incorporated into the position responsibilities of those involved in employee selection and promotions. This effort should also focus on leadership development and succession planning. As with any key performance indicator, targets also serve an educational function, providing opportunities to spotlight the evidence on why EDI is needed.

> Jazz, for example, is committed to addressing pay gaps. The organization, in its public Employment Equity Pay Transparency Report, explains the causes of pay gaps and actionable steps to rectify the issue.[61] This analysis also points to how representation gaps lead to overall disparities in remuneration. For instance, women are under-represented among highly paid positions such as pilots (7%), maintenance engineers (6%) and senior management (26.7%), yet women account for 80% of flight attendants and 64% of administrative positions.[62] In response, Jazz has set targets, timelines and plans to increase diverse representation among the highest paying roles and within the pipeline needed to get there.[63] In some cases, such as efforts to increase women's representation among maintenance engineers and pilots, it will be necessary to engage in outreach efforts with educational institutions and civil society organizations to expand the pool of

Examples of companies' measurement and tracking activities

EDI Targets, Measurement & Tracking

Element Fleet Management has a formal EDI strategy that includes goal setting and tracking within its Global Balanced Scorecard. Its diversity measures include overall women and BIPOC* representation and hiring, promotion and retention metrics. It's met its target for gender parity in promotions and exceeded promotional targets for radicalized persons.

Measurement & Pay Equity

Canpar Express is committed to equal pay under the Canada Human Rights Act. They have created position requirements and a systematic evaluation process to ensure equal pay.

*BIPOC stands for Black, Indigenous and People of Colour, and is the language the company uses to describe the equity-deserving groups of Black and racialized people, and Indigenous Peoples.

Source: Element (2023). ESG Report. Canpar Express (2024) http://www.canpar.com/en/about/workplace_equity.htm

qualified candidates.

> Transat conducts voluntary self-identification surveys to understand diversity across designated groups. Its public reporting highlights its diversity metrics for women, racialized persons, Indigenous Peoples and persons with disabilities among employees.[64] Transat could enhance its reporting by providing longitudinal data, comprehensive targets by group and an assessment of its performance across the pipeline (i.e., hiring, promotions, development plans, actions, etc.). It could also publicly state what accountability management has for outcomes, as well as how that ties to executive remuneration.

Diversity across the value chain

Bringing an EDI perspective to business processes is key to connecting an organization's EDI strategy with its corporate strategy. This action acknowledges an organization's larger impact on individuals and society, beyond its own workforce.

Here, organizations should consider their procurement processes, research and development, product and service design and delivery (e.g., accessibility), marketing and communications. For example, marketing communications activities can further entrench inequities by reinforcing stereotypes, or they can serve to promote a more inclusive society.

Several organizations in the transportation sector are taking this broader perspective to advance EDI. For example:'

> Canada Post's accessibility strategy extends beyond its efforts to create a diverse and inclusive workforce. It includes attention to accessibility across its digital products, a delivery accommodation program, accessibility audits, a feedback process, a 15-member accessibility advisory panel and implementation of its 2022 national accessibility design standards across its network.[65] The organization notes that the new standards incorporate best practices and exceed regulatory requirements. Canada Post has trained 100 employees and contractors on digital accessibility and usability, implemented digital accessibility testing and has improved digital accessibility across its product offer to its current level of 88.8%.[66]

> Keewatin Air's accessible customer service policy outlines mandatory training requirements for all employees.[67] The training is focused on providing accessible customer service and sensitivity awareness with respect to persons with disabilities.

> Purolator has an initiative to highlight diverse small business customer stories in its marketing.[68] It has made efforts to highlight the accomplishments and stories of diverse employees.[69]

> Canada Post and CN have worked to diversify their procurement channels by, for example, partnering with the Canadian Council for Indigenous Business (CCIB). Both organizations are registered as Indigenous Procurement Champions with the CCIB, having committed to increase spending with Indigenous-owned suppliers within their supply chains.[70]

Examples of companies embedding diversity across the value chain



Supplier Delivery

Canada Post is an Aboriginal Procurement Champion signalling its commitment to increase opportunities for Indigenous businesses to participate win its supply chain. It works with WBE to support women led businesses.

Accessible Service

Keewatin Air's Accessible Customer Service Policy outlines mandatory training requirements for all employees with training renewed annually.

> In 2022, Purolator incorporated EDI considerations into its procurement process. It added diversity questions to its vendor registration to support the expansion of diverse supplier partnerships.[71]

These are promising practices. However, based on publicly available information, it appears the sector could do more to establish formal policies and strategies that promote EDI across product and service development, as well as marketing and communications efforts.

A 2021 survey conducted by FedEx Canada found that only 8% of professional women find a career in transportation, logistics and supply chain appealing – and that 48% would not consider working in the sector.[72] A lack of knowledge and exposure to the sector was partially to blame. Among those who would consider the sector, many had seen or read about successful women leaders in the industry.[73]

Diversity Institute research highlights the need for individuals from equity-deserving groups to "see it" to "be it".[74] Efforts to incorporate EDI across the value chain can support this objective.

Outreach and expanding the pool

Organizations can play an important role in creating opportunities for equity-deserving groups across society. This dimension examines how organizations are stepping into this role. It looks at how they build partnerships and work with other stakeholders to advance EDI through philanthropic activities and corporate social responsibility (CSR). One example is creating partnerships with educational institutions to develop the next generation.

To address systemic inequities in the workforce, it is often necessary to take this broader approach. Some groups have historically been disadvantaged in, or shut out of, post-secondary education and corporate Canada. This has implications for an organization's ability to recruit diverse talent today. To address recruitment

challenges, it's necessary to engage with these communities to understand the barriers and work with them to develop a path forward.

Examples of the sector's efforts in this area include:

> In conjunction with CAE and the Northern Lights Aero Foundation, Air Canada developed the Captain Judy Cameron scholarship to encourage women in Canada to succeed in aviation and aerospace careers.[75] The initiative offers scholarships of $5,000 per year for young women studying to become commercial pilots or maintenance engineers. In addition to financial support, the program includes mentoring and networking opportunities. At this time, the program is limited to awarding eight new scholarships per year.

> Air Canada also sponsors the Indspire Awards, as well as Indspire bursaries and scholarships for Indigenous students pursuing post-secondary education, apprenticeships and skilled trades education. The company has partnered with the First Nations Major Projects Coalition to advance its partnerships with Indigenous businesses.[76] It is a CCIB member[77] and a partner of IndigenousWorks.[78]

> WestJet and Air Canada are signatories to the BlackNorth CEO pledge[79] with a commitment to address anti-Black systemic racism by implementing or expanding unconscious bias and anti-racism training and by creating opportunities for members of the Black community within their companies (e.g., hiring a minimum of 5% of their student workforce from the Black community).[80]

> Purolator, through its 2022 Red Bag campaigns and Tackle Hunger program, has leveraged its logistic capacities to collect and distribute more than 85,000 pounds of food to Canadians experiencing food insecurity.[81]

Air TIndi: Outreach and Expanding the Pool



Air Tindi partners with several Indigenous-owned businesses to offer services to help northern communities. For example, Air Tindi partners with Aqsaqniq Airways to provide MedEvac in the Kitikmeot region.

Source: Air Tindi (2024). https://airtindi.com/partnerships/



Conclusion

There are promising programs and initiatives to advance EDI within the transportation sector. However, many gaps remain. Within the sector, equity-deserving groups remain under-represented in the workforce. Acknowledging the recruitment challenges, there continues to be a significant opportunity and imperative for the sector to attract and engage the talents of women, racialized persons, Indigenous Peoples and persons with disabilities at all job levels.

It is also notable that individual firms have demonstrated strengths in some areas. For example, Canada Post has had success in recruiting and promoting women across all levels of its organization.

Our desk research revealed promising practices, many of which were focused on the DAT framework areas of leadership, governance and strategy, HR practices, and culture and values. These set the foundation for future progress. The sector appears to be less advanced in the areas of measurement and tracking, EDI across the value chain, and outreach and expanding the pool. Focusing attention on these areas can accelerate progress.

Several questions remain open for future collaboration with WORBE partners.

Are the results and scale of existing programs commensurate with the scale of the issue? What can be learned from other sectors? How can perceptions of the industry be shifted to encourage women and other diverse candidates to consider a career in it? Is there an opportunity to rethink jobs and organizational design? How might we think differently and engage equity-deserving communities to accelerate the talent pipeline? What sector-specific barriers must be better understood to drive change?

The continuation of this collaboration will present the opportunity to explore new solutions and generate results.





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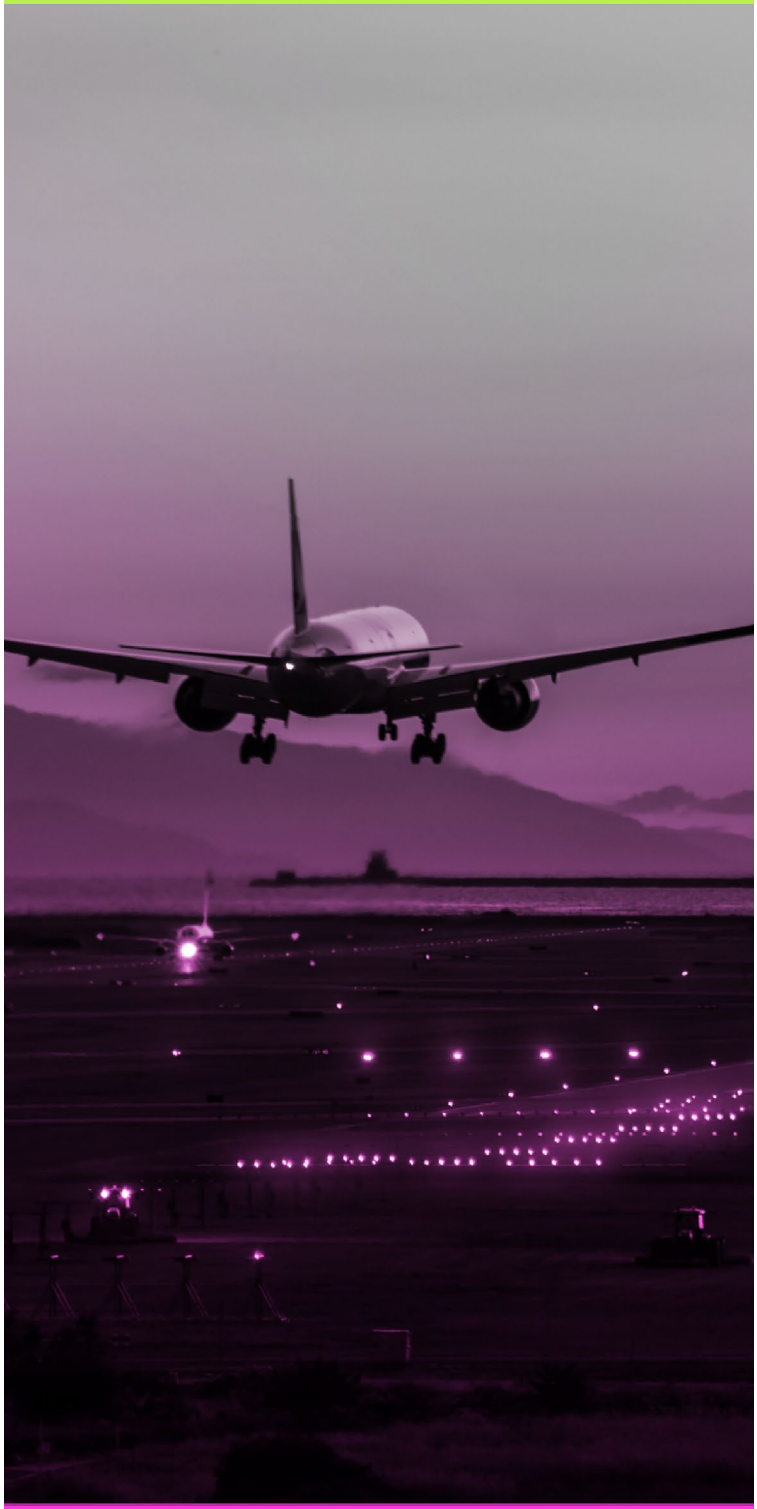
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