

Edmonton

T H E   A R T   O F   I N C L U S I O N

O U R   D I V E R S I T Y   &   I N C L U S I O N   F R A M E W O R K





***Many Views – One Circle***

Artist: Mary Gallivan

Community Grants Coordinator,  
Citizen Services

Medium: Applique/sewing

*This piece expresses my belief that although we view life through our unique window, a sense of understanding and connection happens when, through relationship with others, we look through their windows. The serpent is a symbol of healing and encircles all.*

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# TERRITORIAL ACKNOWLEDGEMENT

*... for as long as the Sun Shines, the Rivers Flow and the Grass Grows...*

~Treaty 6, August 23, 1876

The City of Edmonton honours and thanks the many Nations on whose historical and traditional lands Edmonton was founded, including the Cree, Dene, Saulteaux, Blackfoot and Nakota Sioux. We acknowledge and embrace the fact that we are on the traditional land of Treaty 6 territory and the traditional Métis homeland.

We acknowledge all the diverse Indigenous people, whose ancestors' footsteps have marked this territory for centuries – from First Nations, Métis, Inuit and now settlers from around the world.

We do this to create awareness that we are all treaty people, and to show recognition and respect for Indigenous Peoples and the traditional territories on which we live, work and play.

We take our responsibilities with Indigenous peoples seriously, and together we call upon all of our collective honoured traditions and spirits to work in building a great city for today and future generations.

amiskwacî wâskâyhkan

amiskwacî wâskâyhkan



**The Art of Inclusion: Our Diversity & Inclusion Framework** reflects the diverse expertise, experiences and perspectives of all contributors.

It also reflects art created and shared by City of Edmonton employees - art that showcases many diverse ideas (i.e., mindsets), passions (i.e., heartsets) and talents (i.e., skillsets). The art includes paintings, drawings, fabric art, mixed media, poetry and more. Each piece is one person's illustration of inclusion, and is accompanied by employees' descriptions of how the art represents inclusion to them. Together, they help us to understand the importance, unique interpretations and value of diversity and inclusion.

### *One City, One Scarf*

*One loop, one stitch  
one row, one colour*

*One person, one house  
one community, one life*

*One city, one scarf  
one people, one warmth  
one goal, one future*

*No one left in the cold*



### **One City, One Scarf**

Artist: Anonymous

City Manager's Office

Medium: Poetry & crochet sculpture

*To me, inclusion is a step we take every day to join our city together as every stitch crocheted in a scarf. To create together a community, a city and a people that work and strive together to create a place where we can have a future, a strength and warmth for all.  
No one left out in the cold.*

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### ***Power Art***

Artist: John Popowicz

Electrical Contract Inspector, City Operations

Medium: Wood burned with electricity

*Like a tree we grow in different directions –  
yet our roots remain as one.*

---

### ***Sunrise/sunset – you choose***

Artist: Laurie Bissett

311 Agent, Communications & Engagement

Medium: Branch weaving

*I chose to use a craft millennia old used worldwide, weaving. I interpreted a sight recognized by everyone – the sunrise and sunset. No matter how far apart, we all are connected by nature and our one world. This piece also represents beginnings and endings and how they can be the same thing.*

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### ***Family Blanket***

Artist: Krista Gray

Compensation & Classification  
Coordinator, Employee Services

Medium: Crochet

*Family is an inclusive term. Every member of a family can be very different in so many ways, but together we make a whole. By saying "together we are family" we are saying everyone is important. Everyone brings something new to the group to make us whole and strong.*

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MESSAGE FROM THE  
CITY MANAGER



We have a clear vision of the work environment we need and want for our modern municipal corporation. It's an open and responsive workplace where all City staff are treated fairly and respectfully, have equal access to opportunities and resources and can contribute fully to Administration's success. Getting there will be challenging and essential: our success and legacy as builders and maintainers of this great city depend on it.

Like art in its many forms, our journey to workplace inclusion is influenced by impressions and will undoubtedly elicit powerful sentiments, attitudes and behaviours. With this framework to steer us, we are setting out to create a shared experience of impressions and influences, acceptance and accountability. Achieving inclusion will require constant listening and continual learning about different perspectives and perceptions.

The framework ensures our work is balanced, all-encompassing and embedded in performance throughout the organization. I am pleased to share our approach to enhancing workplace inclusion at the City and invite employees, partners and Edmontonians to watch our progress unfold.

Sincerely,

A handwritten signature in black ink that reads "Linda D.M. Cochrane". The signature is fluid and cursive, with a period at the end.

Linda D.M. Cochrane

# UNDERSTANDING DIVERSITY & INCLUSION

*An organization can be diverse,  
without being inclusive.*

*When an organization is inclusive,  
the diversity is implicit.*

**Diversity** is the range of our different identities, backgrounds and perspectives. Each person has layers of identity that make their perspective unique.



Adapted from Gardenswartz and Rowe, 2016.





### **Diversity**

Artist: Farhan Ali

Supervisor,  
Employee Services

Medium: Digital

*The painting depicts a central point of focus and the dots depict humans in unique colors, identities, values and orientations - together showing Unity & Equality. The painting is inspired from Hajj in Islam with Kaba (Cube) in the middle and people from all backgrounds walking around it.*

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### **Erratic Beauty**

Artist: Grace Dube

Contract Administrator,  
City Operations

Medium: Digital

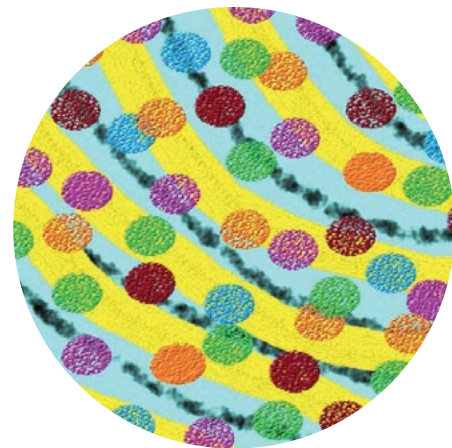
*Inclusion doesn't have a pattern and comes in different colors, shapes and sizes. The way people view and perceive what inclusion means is also different. Despite those differences, there's so much beauty when those differences are brought together. A seemingly disorganized or disoriented situation can become an innovative and creative masterpiece.*

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## **Dimensions of Diversity**

Sometimes when we think about diversity, we just think about one factor, such as age, race or gender. However, we each have many layers of diversity which may include factors like ability, marital status or profession. Our layers of diversity form a filter through which we view and experience the world, and through which others view and interact with us.

**Inclusion** creates an environment in which we all feel like we *belong* and *are valued* for our unique perspectives and skills. Differences are considered opportunities for individual and organizational growth. Everyone has equal access to opportunities and resources, and can contribute fully to our City's success.



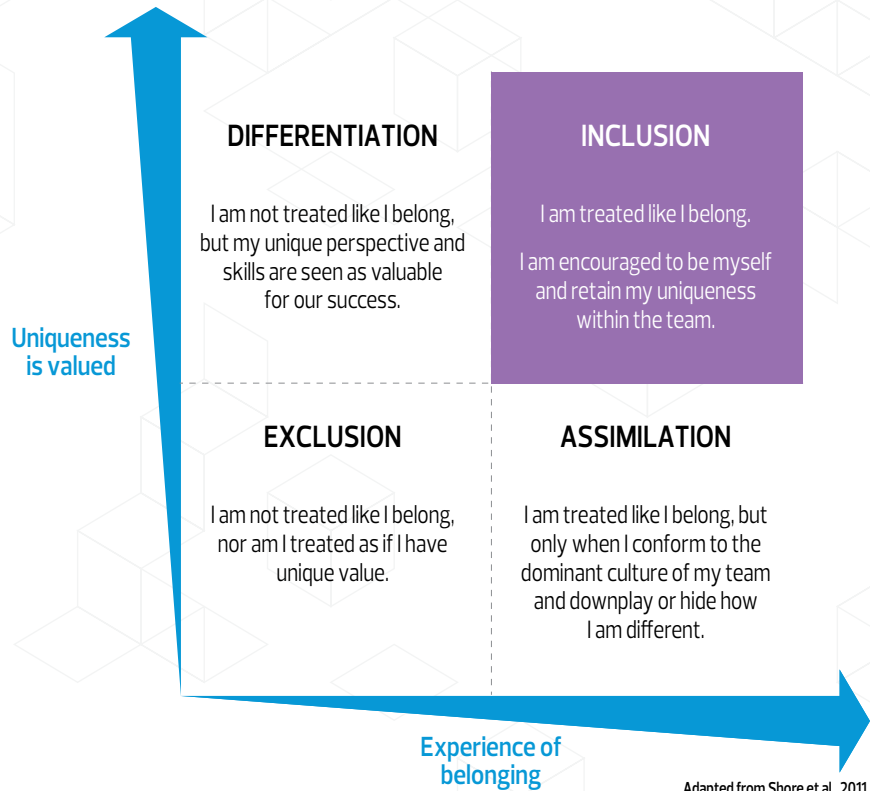
## Uniqueness and Belonging = Inclusion

When we focus on creating an inclusive workplace, it is important to recognize the difference between feeling like you *fit in* with people and feeling like you *belong*.

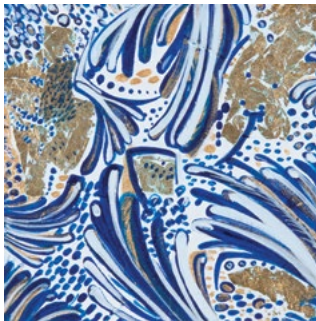
Inclusion creates an environment of *belonging*, where we are valued for who we are and what makes us unique.

Fitting in is when we change ourselves, we *assimilate*, to look, sound or act like other people so that we are treated like we belong.

The diagram to the right shows us that how we are treated can lead to inclusion, assimilation (i.e., fitting in), differentiation or exclusion.



Adapted from Shore et al., 2011.



### **Embrace**

Artist: Kathy Usher  
Labourer,  
City Operations  
Medium: Painting

*JEWL is my signature painting style, which expresses freedom of creativity and allows for fresh diverse ideas. Each painting is named individually based on its own expression. 'Embrace' means including love in every single day and human interaction.*

## **Let's Work Together**

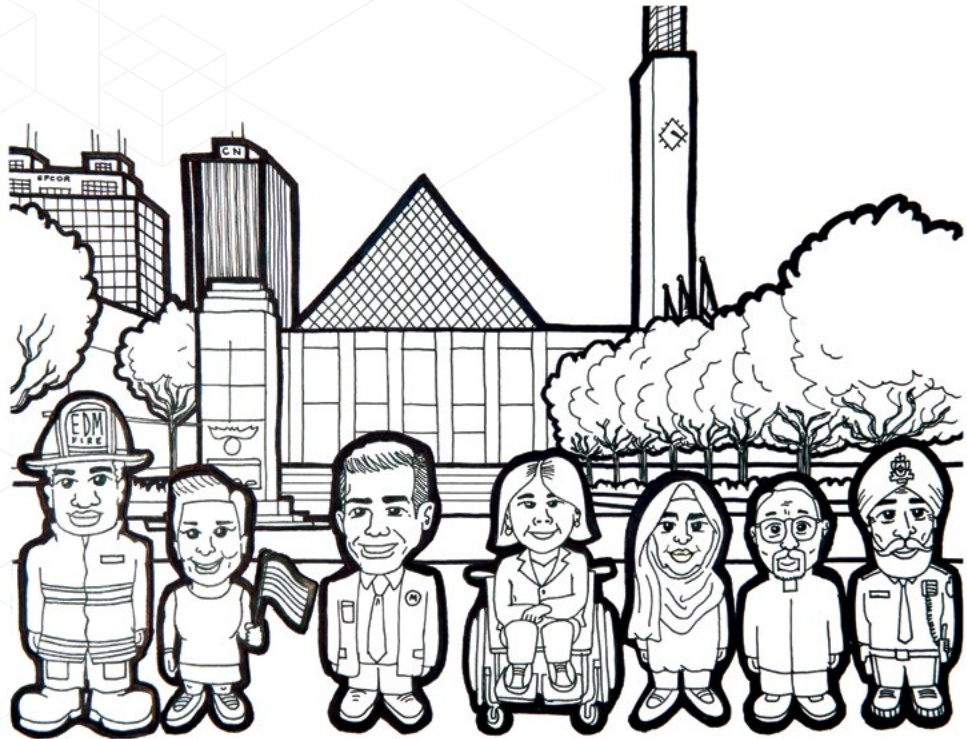
Artist: Jorma Geary

Crew Leader,  
Citizen Services

Medium: Ink

*Let's embrace our differences  
and learn to work well  
together.*

---



## **What Inclusion Means to Me**

*I see a colleague, standing tall  
I see another walking with a cane  
Some of them drive to work, some bike  
And others like me, take the train.*

*No matter where we come from,  
With no thought to our race, colour or creed  
We are all valued as employees,  
We matter, we are inclusive, indeed.*

*Like the trees in the forest, all different  
We are all different too  
We all have something to offer  
I do, and so do you!*

## **What Inclusion Means to Me**

Artist: Lori Sharkey

Administrative Assistant,  
Communications & Engagement

Medium: Poetry

*This poem outlines how I feel  
about working for the  
City of Edmonton, which is a very  
inclusive place to work.*

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# WHY DIVERSITY & INCLUSION MATTERS

*Diversity is a fact.*

*Inclusion is an act.*

– Author unknown

We are far beyond trying to achieve or justify diversity by quoting census statistics.

Edmonton is proudly diverse and so is our workforce at the City of Edmonton.

We also know that simply acknowledging and accepting our diversity is not enough. We need to act every day to build a *more inclusive* work environment and city.

## *Why?*

First, we know that some individuals and groups are marginalized and underrepresented more than others and, as a result, may feel more pressure to assimilate or may experience more differentiation and exclusion.

Second, an inclusive workplace, where each of us is valued for our uniqueness and feels a sense of belonging, makes us better.

### THE ALBERTA HUMAN RIGHTS ACT

PROHIBITS DISCRIMINATION BASED ON THESE PROTECTED GROUNDS:

Race ■ Religious Beliefs ■ Colour ■

Gender ■ Gender Identity ■

Gender Expression ■ Age ■

Physical and Mental Disabilities ■

Ancestry ■ Place of Origin ■

Marital Status ■ Source of Income ■

Family Status ■ Sexual Orientation



**Peniel**

Artist: Shelly Blandford  
Drafting Technician,  
Financial & Corporate  
Services  
Medium: Painting

*Inclusion means everyone gets to participate.  
It's something we're born with, a gift from  
God. We are all different but when joined we  
are one. When I paint I want to create a feeling  
of being part of the painting. I hope to draw  
you in.*



More than 20 years of research tells us that an inclusive organization will:

- Attract and retain skilled and talented employees
- Achieve higher levels of job satisfaction and morale – leading to higher staff engagement and retention
- Achieve higher levels of performance – leading to increased productivity and better business and fiscal outcomes
- Demonstrate greater creativity, innovation and adaptability – leading to a more effective team and City
- Identify and deliver the types of programs and services that our truly diverse city and all of its residents need and deserve

When we create space to appreciate and benefit from our differences, we create a stronger, more resilient, more engaged and more engaging workforce. This equips our city with unlimited potential to grow, learn, transform and achieve.

It is our individual, team and organizational responsibility to ensure that we are respectful, inclusive and equitable so that **all** of our employees have what they need to succeed.

# OUR HISTORY

Diversity & Inclusion have a strong history in our organization. We adopted our first [Diversity & Inclusion Framework and Implementation Plan](#) in 2007.

It was reflective of both society and our City's emphasis on understanding and meeting the needs of people inside our workplace and in the community.

## The City of Edmonton's 2007 Diversity & Inclusion Goals

1. Having a workforce that is broadly reflective of the community
2. Identifying and addressing barriers within organizational systems
3. Attracting and retaining a talented workforce skilled at working in an inclusive and respectful manner with one another and with the community
4. Creating processes, policies, plans, practices, programs and services that meet the diverse needs of those we serve

Over the past 12 years, both our understanding of the value and role of diversity and the importance of inclusion have evolved. We recognize the importance of creating and sustaining a positive employee experience and we have taken several steps to demonstrate this.

We made structural changes that dedicate expertise, focus and resources to a positive employee experience and diversity and inclusion, including establishing:

- The Employee Services Department, designed to create a positive employee experience
- A section within Employee Services to focus on Respect in the Workplace, which includes a Diversity & Inclusion Unit
- A Corporate Diversity & Inclusion Advisory Committee and Department Diversity & Inclusion Committees
- Department Employee Engagement teams
- The Anti-racism Advisory Committee to provide advice and perspectives to City Council





We adopted policies, plans, processes and practices that put the employee experience and inclusion front and centre in our work, including:

- Gender-Based Analysis Plus (GBA+) embedded throughout the organization
- Annual Corporate Diversity & Inclusion Activity Plans (starting in 2020) that highlight quarterly "Inclusion Weeks," led by the Department Diversity & Inclusion Committees
- The Indigenous Framework and supporting department action plans
- The Accessibility for People with Disabilities policy and supporting department action plans
- The Leadership Competency Framework that identifies inclusiveness as a focus
- Targets for increasing the representation of women at leadership levels
- Leaders developing intercultural awareness

We created and embraced programs and resources that help all of us learn more about what makes us diverse and how to help create inclusion, including:

- Work experience programs for equity-seeking individuals
- Information and training sessions on sexual and gender minorities
- Toolbox talks on diversity and inclusion
- Speakers on diversity and inclusion topics
- Programs specifically for diverse community groups (e.g., Indigenous youth)

We have taken a holistic view of our workplace and given a lot of thought to a multi-faceted and integrated approach that will help guide us all to contribute to inclusion, now and in the years to come.

**We Are All Human**

Artist: Gabrielle Betts  
 Director, Employee Services  
 Medium: Painting

*Humans are beautifully diverse and ever-changing like a flowing body of water. It is only through intentional and authentic inclusion that human-kind will survive and thrive. To do so, we must always remember - we are all human.*



# THE ART OF INCLUSION: AN INTRODUCTION

When we consider the broad range of our differences, backgrounds and perspectives, it becomes evident that there is no single or direct path to inclusion.

Instead of expecting this kind of simplicity, we need to embrace a mindset, heartset and skillset that helps us work together to create and discover pathways to inclusion.

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**MINDSET** – It is what we know about inclusion and what we need to learn

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**HEARTSET** – It is our feelings, attitudes and intentions about inclusion

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**SKILLSET** – It is what we do to work and grow together – in celebration of our differences

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Each of our “sets” and pathways will look different and that makes creating inclusion an art and not a science. This is why art – a process or product to share an idea or view of the world – is a wonderful analogy for inclusion.

Art is a meaningful aspect of every culture in the world. It elicits our emotions and can inspire our actions. Fundamentally, art is about expressing who we are and how we experience the world. It says and means something *different* to every person, yet it can also connect us, unify us and make the world a better place.

This is exactly what City of Edmonton staff expressed when they shared art they created and explained how it represents inclusion to them.

## *Perfect Dress Form*

Artist: Candace Tanguay

Application & Infrastructure Analyst,  
Financial & Corporate Services

Medium: Collage quilt

*The flowers and the variety of flowers are a symbol for a team. A team is comprised of a variety of skills, experiences, perspectives and talents. For each flower to flourish, it needs nutrients from soil, water and light to grow. A team does too. The beige background is stability for a successful team.*

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**DIFFERENT NEEDS**  
VARIETY OF SKILLS, EXPERIENCES AND TALENTS

**MOVE FORWARD POSITIVELY, TOGETHER**

**FAMILY COMMUNITY**  
COURAGE AND DETERMINATION

**CONNECTIONS**  
BEING A BETTER YOU

UNDERSTANDING AND RELATIONSHIP

BEING PART OF A GROUP THAT ACCEPTS ME

**ACCESS FOR ALL**

**APPRECIATION**

**RESPECT AND DIGNITY**  
WE SEE DIVERSE FACES

**GENERATIVE**  
BEST POSSIBLE SERVICE TO OUR CUSTOMERS

**HOPE**  
HEALING  
BETTER OUTCOMES

**EVERYONE BRINGS SOMETHING AND MAKES US WHOLE AND STRONG**

**UNITY AND EQUALITY**  
EMBRACE DIVERSE VIEWS AND PERSPECTIVES

**FRESH IDEAS**  
CARING FOR MARGINALIZED PEOPLE

**INCLUSIVE LANGUAGE**  
EVERYONE PARTICIPATES

**DIFFERENCES MAKE US BETTER**

It is also why their art - like their diversity - is present all throughout *The Art of Inclusion: Our Diversity & Inclusion Framework*.

It is a beautiful and moving testament to the differences in our perspectives, identities and experiences and how taking time to learn about and appreciate them can help create connections, interactions and togetherness.

In fact, togetherness – our ability to work together – is front and centre in our **Corporate Promise**:

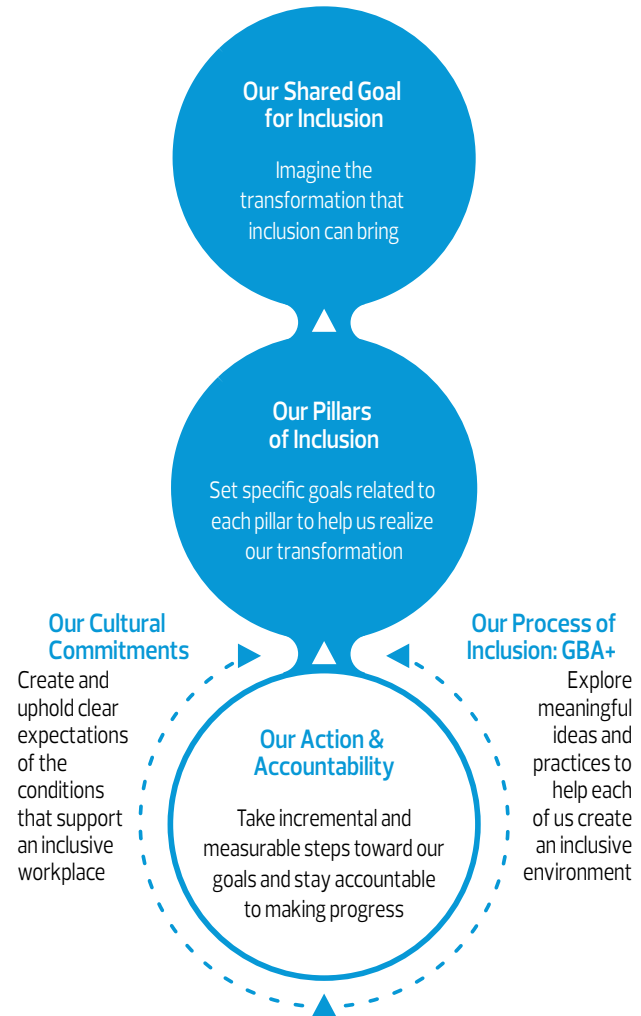
## WORKING TOGETHER, ALIGNED WITH CITY COUNCIL, WE ENABLE A

**OUR CORPORATE PROMISE** explains why we do what we do. We are more than a collection of people and departments. We are a diverse team with a common purpose: to make life better for all Edmontonians.

To help fulfill our Corporate Promise, we, as a City, have many programs, projects and initiatives working concurrently to support our employees. We want all 14,000 people who work for the City to have a positive employee experience, which means they experience meaningful work, growth opportunities, a supportive environment, employee wellness and trust in leadership and they are empowered. It includes bringing our definition of a respectful workplace to life. It includes our leadership training, safety programs and so much more. It also includes creating inclusion.

As part of all of these programs, projects and initiatives, we need to be clear about what we are aiming to achieve, what our goals are, how we are going to work together, what we are going to do and how we are going to know that we are making progress.

With *The Art of Inclusion: Our Diversity & Inclusion Framework*, our approach is reflected as five interrelated elements:



BETTER LIFE FOR ALL EDMONTONIANS.



**Peace of Mind**  
 Artist: Anita Agnihotri  
 Electrical Engineer, Integrated Infrastructure Services  
 Medium: Painting

*Inclusion to me is where everyone is equal, everyone is welcome and everyone can express ideas without any fear. Ultimately all these little but very important things bring Peace of Mind.*

*The Art of Inclusion: Our Diversity & Inclusion Framework* is our City's aspirational view of an inclusive workplace and the path that we will take to get there.

It includes a glance at our initial strides to recognize the importance of diversity and inclusion, and presents a detailed look at the path we have set to help each of us feel valued for our uniqueness and a strong sense of belonging in our workplace.

It directly contributes to the City of Edmonton's Corporate Business Plan.

It is a resource that will support employees to *feel safe and supported to achieve their aspirations and deliver excellent service.*

**SERVICE OBJECTIVE:**  
 Deliver excellent services to our community.

*The Diversity & Inclusion Framework will meet this objective by supporting employees to provide excellent service to all Edmontonians by being respectful, inclusive and equitable in the service they provide.*

**EMPLOYEE EXPERIENCE AND SAFETY OUTCOME:**  
 The City of Edmonton's staff are safe and supported to achieve their aspirations and deliver excellent services.

*The Diversity & Inclusion Framework impacts this outcome by promoting inclusive, respectful and equitable connections so that all our employees have what they need to succeed.*

# OUR SHARED GOAL AND PILLARS FOR INCLUSION

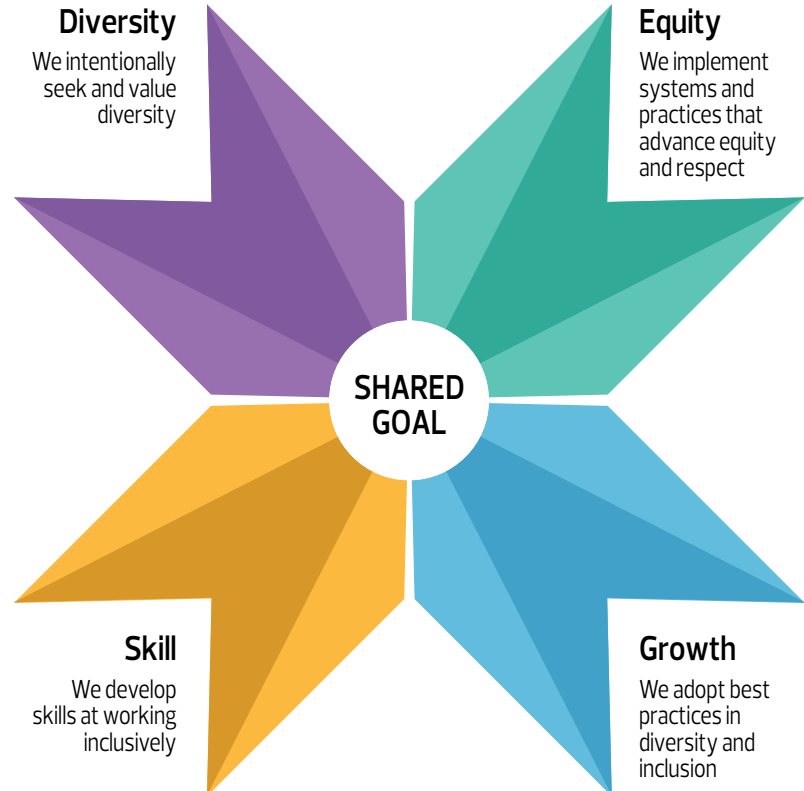
Our framework begins with our Shared Goal for Inclusion – a picture of what we are working to achieve with *The Art of Inclusion: Our Diversity & Inclusion Framework*.

## OUR SHARED GOAL FOR INCLUSION:

*Inclusion is fundamental to the way we work. We are diverse and embrace difference with empathy and curiosity. All employees feel safe, respected and valued for who they are. Inclusion inspires us to do our best work for each other and those we serve.*

Our Shared Goal for Inclusion is a destination. It is a picture of the future that we can create when we successfully and collaboratively implement our framework.

The more specific goals that we need to achieve to reach our Shared Goal for Inclusion are our four Pillars of Inclusion.



# OUR CULTURAL COMMITMENTS

In addition to articulating our Shared Goal for Inclusion and four Pillars of Inclusion, we have clear expectations related to how we want to work together and treat one another to achieve an inclusive workplace.

These expectations are our Cultural Commitments. They reflect how we can and should interact with our colleagues, and what we should be able to expect from one another. We have five Cultural Commitments that contribute to an inclusive workplace, and they are:

<b>SAFE</b>	We value, respect and protect each other
<b>HELPFUL</b>	We care about and seek to understand each other
<b>ACCOUNTABLE</b>	We are trusted and empowered to embrace our responsibility for our actions, decisions and behaviours
<b>INTEGRATED</b>	We align our diverse perspectives, ideas and knowledge in shared purpose to get the best results
<b>EXCELLENT</b>	We passionately pursue innovative ways to enhance inclusion and perform to the highest standards

## **Flow**

Artist:  
Georgette Reed  
Health & Wellness  
Coordinator,  
Citizen Services  
Medium: Drawing

*Flow is about dealing with different perspectives and challenges. It teaches us to strive for more than balance, it teaches us to rise to the occasion when called upon but to also pull back; looking at things from a different perspective, allowing us all to move forward, positively... together.*





# OUR PROCESS OF INCLUSION: GBA+

In addition to setting Cultural Commitments that help define and hold us to the workplace conditions that support an inclusive environment, we also need support to access and implement ideas and tools to help each of us create an inclusive environment.

To do this, we adopted Gender-Based Analysis Plus (GBA+) as a process that we can use to become ready, willing and able to take individual and collective action toward our Shared Goal for Inclusion.

## UNDERSTANDING GBA+

GBA+ is a process that prompts us to:

- Reflect on our own perspectives and biases
- Understand how perspectives and biases can impact our work
- Understand the experiences of groups and individuals who are marginalized
- Identify how we can do our work in more inclusive ways

We use it to assess how our work might impact diverse groups of people and ask:

- Who is excluded?
- What contributes to this exclusion?
- What will we do about it?

By using GBA+ we can better understand diverse perspectives, experiences and needs and create services that do our best to serve everyone. We are all included when we use GBA+.

The goal of GBA+ is to reduce inequality, reduce discrimination and ensure equality of outcomes for employees and the communities we serve. The “plus” in GBA+ is critical, because it emphasizes that **there are many identity factors to consider** – all of those that combine and layer to make up diversity.

We all have multiple identity factors that overlap and contribute to the ways in which we experience our workplace and city. Depending on how our identity factors overlap, some of us experience multiple and compounding barriers to inclusion which can limit our options, opportunities and participation. This is intersectionality.

Understanding intersectionality prompts us to seek out all barriers to inclusion. For example, an organization may focus on increasing the representation of women in leadership.

However, without understanding the different needs of racialized women or women with disabilities, there may be barriers to inclusion that are not addressed. GBA+ leads us through a process to understand and address intersectionality.



## Edmonton

Artist: Suresh Oad

Project Engineer, City Operations

Medium: Painting

*The City of Edmonton skyline shows the diversity of multiple buildings and parks, which create inclusion through diversified uses such as services, recreation, entertainment, architecture, beauty and more.*

## BUILDING OUR GBA+ PRACTICE

When we talk about putting GBA+ into practice, we talk about building our GBA+ mindset, heartset and skillset.

**Our mindset is being ready to use GBA+.** It means knowing about inclusion and what we need to learn.

**Our heartset is being willing to use GBA+.** It means wanting to make a difference and being intentional about inclusion.

**Our skillset is being able to use GBA+.** It means having the ability to take action and feel confident that it will support a positive employee experience and contribute to meeting the needs of those we serve.

The City is taking strong steps so all of us understand and feel comfortable working with GBA+. We know that feeling ready, willing and able to support inclusion requires more than training. This is why we have implemented a structure to embed GBA+ throughout the City, including:

- Centres of Excellence established in each department to help build capacity to use GBA+
- A GBA+ Advisory Committee of diverse employees from across the organization to provide advice and feedback on how to continue to integrate GBA+ throughout the City
- A training program to practice applying GBA+
- A City-specific tool (*see Appendix A – The Process of Inclusion: GBA+*) to guide us in using GBA+

We are also developing communities of practice to share lessons and challenges and to help us get better at GBA+.

GBA+ applies to all our work, whether we are creating programs, developing policies, building a bridge, hiring new staff, maintaining parks, serving a customer or planning a team-building event.

The City of Edmonton is committed to incorporating the use of GBA+ throughout our practices and systems. We are collecting stories to increase our understanding of the impact of GBA+, the risks it can mitigate and the ways we are doing our work more inclusively.

# OUR ACTION AND ACCOUNTABILITY

While we want to be clear that there is no single or direct path to inclusion, this does not make us any less accountable to achieving our Shared Goal for Inclusion.

On the contrary, it means that we need to be even more deliberate in using GBA+, upholding our Cultural Commitments and taking measurable steps under each of our Pillars of Inclusion.

To ensure that we are making progress on each pillar, we:

1. Set three objectives for each pillar
2. Identified, aligned and staged five-year actions that will move us forward (see Appendix B - Our Inclusion Action Plan)
3. Will monitor our progress and adapt our approach as required

P I L L A R S			
<b>DIVERSITY:</b> We intentionally seek and value diversity	<b>EQUITY:</b> We implement systems and practices that advance equity and respect	<b>SKILL:</b> We develop skills at working inclusively	<b>GROWTH:</b> We adopt best practices in diversity and inclusion
O B J E C T I V E S			
<i>Attract and recruit a talented and diverse workforce that is reflective of the labour market</i>  <i>Review and adapt employee lifecycle systems and processes to ensure equality of opportunity</i>  <i>Collect and analyze diversity data to make evidence-based decisions</i>	<i>Prioritize Indigenous reconciliation</i>  <i>Identify needs of equity-seeking groups and implement equity measures</i>  <i>Reduce harassment and discrimination and support those impacted</i>	<i>Support employees to work inclusively and champion diversity and inclusion</i>  <i>Support leaders to work inclusively and champion diversity and inclusion</i>  <i>Raise awareness and communicate effectively about diversity and inclusion</i>	<i>Remove systemic barriers and support innovation</i>  <i>Integrate diversity and inclusion across the organization to ensure sustainability</i>  <i>Measure and evaluate diversity and inclusion initiatives for continuous improvement</i>



## EVALUATION

To assess how well our actions support our objectives, we have established quantitative measures of success and processes to track them. We also value qualitative analysis to understand and report on people's experiences of progress toward our Shared Goal for Inclusion.

We will collect data that aligns to our quantitative measures on an annual basis, and report our results to our Executive Leadership Team.

As the percentage of employees who report feeling included is one of the best measures of inclusion, our employee surveys are one of the best quantitative measures we currently have. Survey questions are centered around the degree to which employees feel respected and included in the workplace.

As for our qualitative data - these are rich, generative stories and experiences that we will invite, reflect on and share on an ongoing basis. Stories, particularly from GBA+ and the themes that arise from them, will be tracked and shared, both informally and in reports.

Like City employees' art, our stories are personal and individual but collectively can tell us a lot about what we are learning, doing well and need to pay attention to going forward. They also help us understand and grow our connection to one another and our workplace; each time we hear a story our commitment to inclusion grows stronger.

*“Stories are data with a soul” – Brené Brown*

## ACCOUNTABILITY

We have also created focused roles, responsibilities and reporting relationships within our existing structures, programs and processes to both move the dial on our Pillars of Inclusion and GBA+ and integrate them within the work underway across the City.

As you will see in the diagram on the next page, our leadership teams, the Corporate Diversity & Inclusion Advisory Committee, the Department Diversity & Inclusion Committees, the Corporate GBA+ Advisory Committee and the Employee Resource Networks are allies in advancing our goals and making our Shared Goal for Inclusion a reality.

If you do not see yourself represented in the accountability structure, please do not count yourself out.

We all have immediate opportunities and responsibilities to create a more inclusive workplace. Part of our action plan is to ensure we all have direct accountabilities as part of our employee contributions and performance development processes.

## ACCOUNTABILITY STRUCTURE



### *We invite you today – right now – to take action:*

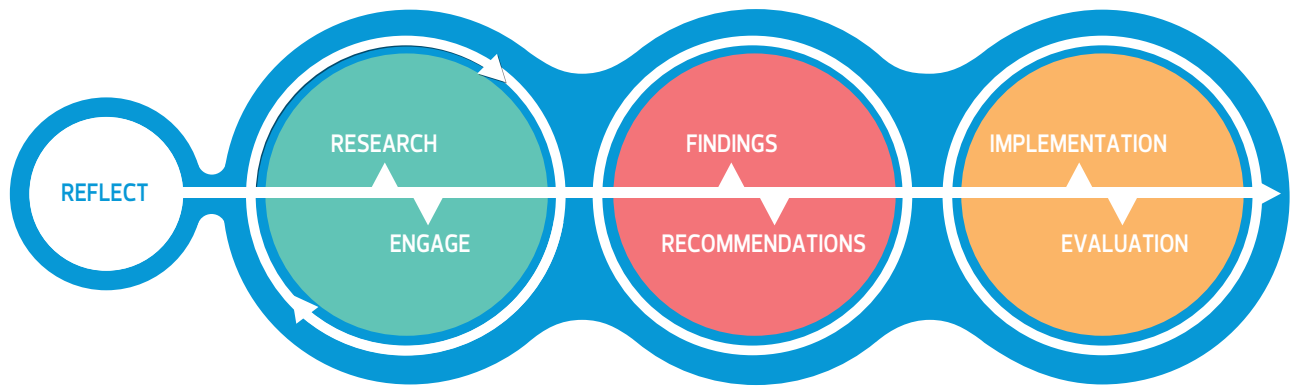
- Talk with someone who is different than you
- Reflect on your inclusion mindset, heartset and skillset and where you can set some goals to strengthen your “sets”
- Apply GBA+ to your work or, if it is new to you, sign up for the course
- Join one of our Employee Resource Networks or a community of practice
- Visit Diversity & Inclusion on OneCity to check out more of our resources
- Connect with [diversityandinclusion@edmonton.ca](mailto:diversityandinclusion@edmonton.ca) with questions or ideas

Inclusion is something that we can all be supporting all the time.

There are times when it might be hard work. In fact, there *should* be times when it is hard work.

This is because it is an action-oriented *practice*, and that means we need to do it often and be open to feedback and support to do it better – together.

# THE PROCESS OF INCLUSION: GBA+



<p><b>REFLECT</b></p> <p>Ongoing reflection helps to:</p> <ul style="list-style-type: none"> <li>□ Consider intersectional diversity</li> <li>□ Identify our own perspectives</li> <li>□ Attend to bias and stereotypes</li> <li>□ Identify missing or marginalized perspectives</li> </ul>	<p><b>RESEARCH</b></p> <ul style="list-style-type: none"> <li>■ Seek information through various methods</li> <li>■ Seek disaggregated data</li> <li>■ Determine best practice for inclusion</li> </ul> <p><b>ENGAGE</b></p> <ul style="list-style-type: none"> <li>■ Determine who, when, and how to engage</li> <li>■ Create engagement plans that consider the needs of identified communities</li> </ul>	<p><b>FINDINGS</b></p> <ul style="list-style-type: none"> <li>■ Describe what you learned</li> </ul> <p><b>RECOMMENDATIONS</b></p> <ul style="list-style-type: none"> <li>■ Identify equity measures needed to address each finding</li> <li>■ Discern priorities and appropriate actions</li> </ul>	<p><b>IMPLEMENTATION</b></p> <ul style="list-style-type: none"> <li>■ Create an implementation plan for each equity measure</li> <li>■ Determine current and future plans</li> </ul> <p><b>EVALUATION</b></p> <ul style="list-style-type: none"> <li>■ Evaluate the effectiveness of your equity measure(s)</li> </ul>
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## APPENDIX B

# OUR INCLUSION ACTION PLAN

The City of Edmonton has developed a five-year action plan, Our Inclusion Action Plan, to work towards our Shared Goal for Inclusion:

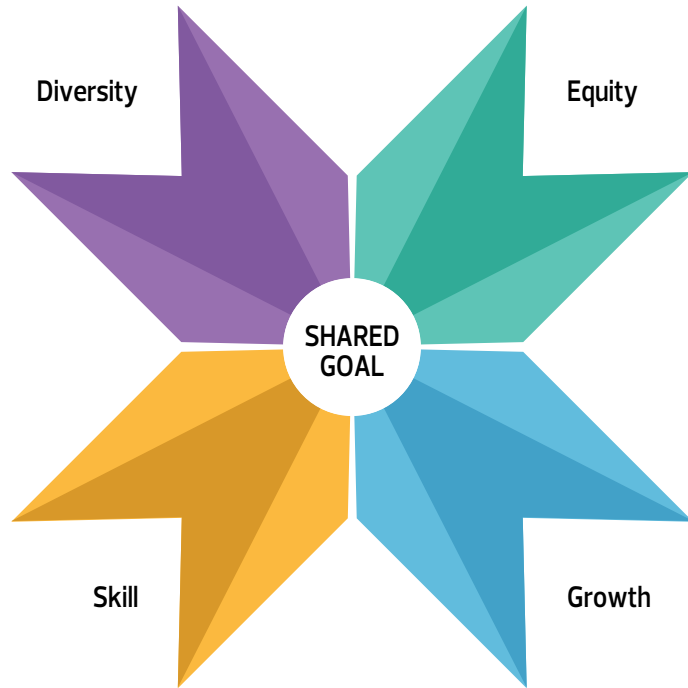
*Inclusion is fundamental to the way we work. We are diverse and embrace difference with empathy and curiosity. All employees feel safe, respected, and valued for who they are. Inclusion inspires us to do our best work for each other and those we serve.*

The action plan is presented using our Pillars of Inclusion, that are the foundation of our Shared Goal for Inclusion.

Each pillar is supported by three objectives, and each objective will be achieved by implementing several actions. The actions span one to two-year timeframes and three to five-year timeframes.

We all have a role to play in implementing our actions. Some actions are to be implemented by all City employees. Other actions will be led by cross-department networks and committees, departments, project teams or subject matter experts.

Regardless of where an action is initiated, led or supported, there is work happening throughout our corporation. It takes all of us to create an inclusive work environment.



## DIVERSITY: We intentionally seek and value diversity

**OBJECTIVE:** Attract and recruit a talented and diverse workforce that is reflective of the labour market

*\* Attracting and hiring diverse candidates is a foundational piece of inclusion*

ACTIONS	TIMEFRAME
1 Build on the success of talent outreach programs and initiatives. Elevate employment partnerships and increase engagement with diverse candidates and members of the community. Remove employment barriers by providing work experience and support to underrepresented groups.	Ongoing
2 Ensure all stages of the recruitment process are equitable, inclusive, transparent and defensible, including eliminating "fit" as rationale for rejecting a candidate.	Ongoing
3 Train hiring managers on GBA+, implicit bias, cultural differences and the benefits of hiring a diverse workforce.	Ongoing
4 Leverage recruitment technology, including a cloud-based recruitment management system, Facebook, LinkedIn and mobile recruitment, to reach a broader, more diverse candidate pool.	Ongoing
5 Ensure job postings articulate clear job functions, accurate qualifications and utilize inclusive language.	Ongoing
6 Create an engaging Diversity & Inclusion section on Edmonton.ca to highlight our Shared Goal for Inclusion and provide information for candidates.	1-2 years
7 Include diversity and inclusion functions and requirements in all position descriptions/postings and incorporate diversity and inclusion into assessments (e.g., interviews and testing).	1-2 years
8 Implement talent acquisition programs and initiatives to increase the representation of underrepresented groups in targeted occupations.	3-5 years
9 Select external recruitment agencies based partly on expertise in diversity and inclusion.	3-5 years

**OBJECTIVE:** Review and adapt employee lifecycle systems and processes to ensure equality of opportunity  
*\* Equitable systems support a positive employee experience*

ACTIONS		TIMEFRAME
10	Collaborate with unions to address barriers to diversity and inclusion in collective agreements.	Ongoing
11	Create and embed inclusive leadership competencies into all people processes.	1-2 years
12	Identify diversity and inclusion goals in performance contribution plans and individual development plans for all employees and leaders.	1-2 years
13	Embed diversity and inclusion content within new employee orientation and onboarding.	1-2 years
14	Review career resources and supports to remove bias and potential systemic barriers (e.g., career pathing, succession planning, development).	3-5 years
15	Explore a new classification system that can enable more consistent, accurate and inclusive job evaluation and documentation, and allow the City to measure and demonstrate achievement of pay equity.	3-5 years

**OBJECTIVE:** Collect and analyze diversity data to make evidence-based decisions  
*\* Data is an important resource to track our successes and identify areas of focus*

16	Complete a regular pay equity analysis.	Ongoing
17	Complete an annual compensation gap analysis.	1-2 years
18	Collect, track and report on disaggregated employee diversity demographics as they relate to: <ul style="list-style-type: none"> <li>· The external labour market</li> <li>· Application and onboarding</li> <li>· Performance and career pathing</li> <li>· Promotions</li> <li>· Representation throughout levels of leadership</li> <li>· Representation in job families</li> <li>· Leaves and turnover</li> <li>· Exits</li> </ul>	3-5 years
19	Analyze and act on disaggregated employee diversity demographics as they relate to: <ul style="list-style-type: none"> <li>· The external labour market</li> <li>· Application and onboarding</li> <li>· Performance and career pathing</li> <li>· Promotions</li> <li>· Representation throughout levels of leadership</li> <li>· Representation in job families</li> <li>· Leaves and turnover</li> <li>· Exits</li> </ul>	3-5 years

## EQUITY: We implement systems and practices that advance equity and respect

**OBJECTIVE:** Prioritize Indigenous reconciliation  
*\* Reconciliation is a priority for our city and a key piece of any inclusion strategy*

ACTIONS	TIMEFRAME
1 All employees attend mandatory Indigenous Awareness training.	Ongoing
2 Incorporate the City of Edmonton territorial statement (or personalized version) into all meetings, events and appropriate areas.	Ongoing
3 Create and implement Indigenous Framework department action plans.	1-2 years
4 Socialize the <a href="#">Truth and Reconciliation Calls to Action</a> online, in training and in communications.	1-2 years
5 Develop and implement phase two of Indigenous Awareness training.	3-5 years
6 Establish a community of employers in Edmonton who meet and discuss the Calls to Action, sharing information, best practices and challenges.	3-5 years

**OBJECTIVE:** Identify needs of equity-seeking groups and implement equity measures  
*\* It is important that our processes and practices are fair for everyone*

7 Create department accessibility plans for people with disabilities that consider physical and mental accommodation needs and support the Corporate Accessibility Plan development and implementation.	1-2 years
8 Implement structure and governance for Employee Resource Networks and support new networks as appropriate.	1-2 years
9 Implement GBA+ as a mandatory process across the City.	3-5 years
10 Conduct an employment systems review to determine systemic barriers specific to underrepresented groups.	3-5 years
11 Implement the <a href="#">National Standard of Canada for Psychological Health and Safety in the Workplace</a> through our Mental Health/Healthy Living Strategy.	3-5 years

**OBJECTIVE:** Reduce harassment and discrimination and support those impacted

*\* Equity and inclusion thrive in environments free of harassment and discrimination*

ACTIONS		TIMEFRAME
12	All employees complete mandatory respectful workplace courses (i.e., eLearning and in-class).	Ongoing
13	Employee engagement teams review and analyze disaggregated data on perceptions of harassment and discrimination, and where necessary create action plans for departments and branches.	Ongoing
14	Research and implement best practices for alternative dispute resolution processes.	1-2 years
15	Utilize existing communication structures to provide education on human rights, harassment and discrimination.	1-2 years
16	Ensure employee engagement survey includes disaggregated diversity data on perceptions of harassment and discrimination, and ensure confidentiality.	1-2 years
17	Implement post-investigation support plans for employees who have gone through harassment and discrimination investigations.	1-2 years
18	Create and implement the Connected City initiative which works to foster positive connections between City employees and those they serve.	1-2 years
19	Implement the Domestic Violence and Our Workplace Initiative.	1-2 years



**SKILL:** We develop skills at working inclusively

**OBJECTIVE:** Support employees to work inclusively and champion diversity and inclusion

*\* Everyone can develop a skillset to contribute to an inclusive environment*

ACTIONS	TIMEFRAME
1 Engage staff in operational areas to identify needs, interests and opportunities for diversity and inclusion learning.	1-2 years
2 Integrate diversity and inclusion with the Cultural Ambassador program.	1-2 years
3 Create and promote inclusion toolkits, resources and materials for employees and make available on OneCity.	1-2 years
4 Integrate diversity and inclusion in the Joint Worksite Health and Safety Committees (JWHSCs) memberships.	1-2 years
5 Develop alignment between diversity and inclusion-related courses offered across the organization, and align with best practices.	3-5 years
6 Create GBA+ awareness course for employees in operational roles.	3-5 years
7 Create an Inclusion Champion Certificate Program that includes in-class and online courses, resource sharing and critical dialogue opportunities.	3-5 years

**OBJECTIVE:** Support leaders to work inclusively and champion diversity and inclusion

*\* Inclusive leaders are role models and help advance inclusion in an organization*

8 Continue mandatory GBA+ online training for directors and above.	Ongoing
9 Define and educate on inclusive leadership for all roles at the City of Edmonton.	1-2 years
10 Engage leaders to identify needs and opportunities for diversity and inclusion learning.	1-2 years
11 Create a suite of diversity and inclusion-related development opportunities for leadership training programs (e.g., implicit bias, GBA+, inclusive language, The Working Mind, Intercultural Development Inventory).	3-5 years
12 Create toolkits, resources and materials specific for leaders to help raise awareness of diversity and inclusion, including key messages.	3-5 years
13 Create a repository of potential diversity and inclusion goals/objectives for individual development plans and performance contribution plans.	3-5 years

**OBJECTIVE:** Raise awareness and communicate effectively about diversity and inclusion

*\* Equipping employees with information and resources creates an inclusive mindset and heartset*

ACTIONS		TIMEFRAME
14	Recognize and encourage participation in diverse observances and awareness days across the corporation.	Ongoing
15	Create a City-wide activities plan with Department Diversity & Inclusion Committees for quarterly "Inclusion Experience" weeks.	1-2 years
16	Increase the presence of Diversity & Inclusion on the OneCity intranet.	1-2 years
17	Create a library of diversity and inclusion moments for use in meetings and at events that align with safety and culture moments.	1-2 years
18	Create and implement a communication plan for diversity and inclusion resources, events and activities, which includes sharing <i>The Art of Inclusion: Our Diversity &amp; Inclusion Framework</i> .	1-2 years
19	Ensure formal City communications follow accessibility and inclusive language standards.	1-2 years
20	Explore technological solutions to enhance diversity and inclusion information sharing among all employees, particularly those in operational areas.	1-2 years
21	Complete a comprehensive review of internal safety, health and wellness communication strategies to ensure effectiveness and inclusiveness in messaging, impact and reach at all levels of the organization.	1-2 years

## GROWTH: We adopt best practices in diversity and inclusion

**OBJECTIVE:** Remove systemic barriers and support innovation

*\* Removing barriers creates space for innovation and progression toward inclusion*

ACTIONS		TIMEFRAME
1	Regularly review and revise the <a href="#">Respectful Workplace Administrative Directive</a> .	Ongoing
2	Create a Diversity & Inclusion Administrative Directive.	1-2 years
3	Review and update the Diversity & Inclusion Policy.	1-2 years
4	Create a Duty to Accommodate Administrative Directive encompassing all the protected grounds in Alberta human rights legislation.	1-2 years
5	Review Alternative Work Strategies Directive and implement changes as necessary.	1-2 years
6	Encourage and implement innovative initiatives for diversity and inclusion.	1-2 years
7	Establish a community of employers in Edmonton who meet and discuss workplace restoration, share information, best practices and challenges.	1-2 years
8	Review supplier and contractor selection processes to increase diversity and support our commitment to inclusion.	3-5 years

**OBJECTIVE:** Integrate diversity and inclusion across the corporation to ensure sustainability  
*\* For inclusion to stick, it must be integrated and consistent*

ACTIONS		TIMEFRAME
9	Promote the Cultural Commitment Awards and encourage applications for inclusion related activities and initiatives.	Ongoing
10	Provide guidance and support to Department Diversity & Inclusion Committees and the Corporate Diversity & Inclusion Advisory Committee.	Ongoing
11	Implement integrated and consistent planning and reporting processes across all Department Diversity & Inclusion Committees.	Ongoing
12	Support GBA+ Centres of Excellence and the Corporate GBA+ Advisory Committee.	Ongoing
13	Develop GBA+ Communities of Practice.	1-2 years

**OBJECTIVE:** Measure and evaluate diversity and inclusion initiatives for continuous improvement  
*\* We need to know what we are doing well, and what we can improve*

ACTIONS		TIMEFRAME
14	Create an annual report to track progress and impact of actions in <i>The Art of Inclusion: Our Diversity &amp; Inclusion Framework</i> , and create innovative ways to measure and evaluate Diversity & Inclusion initiatives and practices, including collecting and sharing stories.	1-2 years
15	Create appropriate targets for the diversification of the workforce.	3-5 years
16	Include diversity and inclusion measures as a part of overall performance of the organization, including linking them to the Corporate Business Plan.	3-5 years

# GLOSSARY

An understanding of terms relevant to inclusion contributes to the foundation of any inclusive workplace. We understand that language shifts and morphs over time. These terms are considered appropriate at the time of writing this document.

**Alternative Dispute Resolution** – A non-adversarial process whereby an impartial third party actively assists parties in settling a dispute.

**Disaggregated Data** – Data that is collected from multiple sources and broken down into smaller units. Data is disaggregated for the purpose of revealing underlying trends, patterns or insights that would not be observable in aggregated data sets. For example, we can determine how many employees reported perceptions of harassment and break that down by gender, age and race.

**Discrimination** – An action, practice, system or policy that has an adverse impact on an individual or group’s employment or terms and conditions of employment for reasons related to a protected ground. Under Alberta’s Human Rights Act the protected grounds are:

- Race
- Religious beliefs
- Colour
- Gender
- Gender identity
- Gender expression
- Physical or mental disabilities
- Age
- Ancestry
- Place of origin
- Marital status
- Source of income
- Family status
- Sexual orientation

Harassment based on these characteristics is considered discrimination, including sexual harassment.

**Diversity** – The range of our different identities, backgrounds and perspectives. Each person has layers of identity that make their perspective unique.

**Duty to Accommodate** – The shared responsibility of the City, unions and employees to reduce and/or eliminate barriers that employees experience in fulfilling the requirements of their positions. These barriers must be related to the personal characteristics outlined in the protected grounds. Roles, expectations, and parameters for duty to accommodate are outlined in human rights legislation. Failure to reasonably accommodate an employee would constitute discrimination.

**Employee Resource Networks (ERN)** – Voluntary, employee-led groups that foster a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices and objectives. ERNs often focus on professional development, networking, leadership development and community involvement.

**Equality of Outcomes** – A state where people have the resources, access and opportunities, based on their needs and barriers, to participate fully and have success.

**Equity** – Fair treatment, access, opportunity and advancement for everyone, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. Equity is different than equality, which focuses on treating everyone the same way. Equity recognizes that people have different needs and experience different barriers.

**Equity-seeking Groups** – Those groups of people who identify barriers to equal access, opportunities and resources due to disadvantage and discrimination. They may also be referred to as people experiencing marginalization.

**Equity Measures** – Processes, systems or actions that remove inequalities or barriers to inclusion and increase equality of outcomes.

**Fit** – When evaluating candidates, a decider is often our perception of how a person “fits.” This may be a culture fit, an education and experience fit, or more likely, a candidate’s ability to click with their co-workers. When this is our definition of ‘fit’, it is likely that we are hiring people because they are like us. We are acting on a bias and the result is a homogenous workforce or team. Research suggests that we should value flexibility over fit. Flexibility is a strong predictor of success; it refers to a person’s ability to recognize an organization’s standards and integrate appropriately.

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**Harassment** (also described as *bullying*) – Conduct, including comments, actions and/or gestures, that a reasonable person would find unwelcome, cannot be objectively justified as reasonable conduct, would likely create a hostile or intimidating work environment, is one-time or repeated and

- is demeaning, offensive, intimidating, threatening, abusive,
- is an action by a person that the person knows or should reasonably know will or would cause humiliation to another individual, or
- adversely or negatively impacts that individual.

**Implicit Bias** (also described as *unconscious bias*) – The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases can be positive or negative, are involuntary, and usually outside of a person's awareness.

**Inclusion** – Creating an environment in which all individuals feel like they belong and are valued for their unique perspectives and skills. Differences are considered opportunities for individual and organizational growth. Everyone has equal access to opportunities and resources, and can contribute fully to our City's success.

**Inclusive Language** – Language that is free from words, phrases or tones that reflect prejudiced, stereotyped or discriminatory views of particular people or groups. It is also language that does not deliberately or inadvertently exclude people from feeling accepted, or reaffirm biases.

**Intersectionality** – According to Kimberlé Crenshaw, the scholar who developed the theory, intersectionality is, “a lens through which you can see where power comes and collides, where it interlocks and intersects” (Columbia Law School, 2017). Our experiences are influenced by our identities, such as age, race, gender and many more. These identities can interact with power structures, and barriers compound in ways that create marginalization, disadvantage our well-being, development and opportunity.

**Marginalization** – This occurs when people experience barriers to their full inclusion into culture, context or history, and so remain at the margins. Barriers may include direct or systemic discrimination based on diverse identity factors.

**Pay Equity** – Equal pay for work of equal value. It compares the value and pay of different jobs, such as nurse and electrician. Value is based on the level of skill, effort, responsibility and working conditions.

**Pay Equality** – Equal pay for people doing the same job.

**Racialization/Racialized** – Racialization (v) is the socially constructed process through which certain groups are identified (or named) as belonging to a particular “race”. Once someone is identified (by others) as belonging to a particular race, they become a racialized person (n). A racialized person may experience different and/or unfair treatment based on perceived characteristics such as skin colour, ethnicity, national origin, religious clothing, language, accents, and first and/or last names. This term replaces the outdated and problematic term “visible minority.”

**Reconciliation** – Establishing and maintaining a mutually respectful relationship between Indigenous and non-Indigenous people. It involves awareness of the past, acknowledgement of the harm that has been inflicted, atonement for the causes and action to change behaviour.

**Respectful Workplace** – A workplace free of harassment and discrimination, and where all employees are treated fairly, diversity is acknowledged and valued, communication is open and civil, expectations around behaviour are clearly communicated, resources and training to resolve disputes are provided, conflict is addressed early and there is a culture of inclusion, empowerment and cooperation.

**Systemic Barriers** – Obstacles or barriers that intentionally or unintentionally exclude individuals, groups and/or communities, and are often out of the control of any individual person. Systemic barriers or obstacles can occur when policies, projects, programs and services are created without benefit of a range of perspectives during their development.

**Underrepresented Groups** – Groups of people that are not present in the workforce at the same percentages that they are present in the larger community.

**Workplace Restoration** – Processes to support individuals and teams that are experiencing significant relationship and trust issues that represent barriers to a healthy and productive experience while at work. This includes restorative work and conflict resolution for the purpose of supporting all employees in building constructive, healthy and respectful working relationships that impact the work environment.

## REFERENCES

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## RESOURCES

### Bias and Stereotypes

Understanding implicit bias  
Available from: [kirwaninstitute.osu.edu/research/understanding-implicit-bias](http://kirwaninstitute.osu.edu/research/understanding-implicit-bias)

Words matter: Guidelines on using inclusive language in the workplace  
Available from: <https://www2.gov.bc.ca/assets/gov/careers/all-employees/working-with-others/words-matter.pdf>

### Diversity & Inclusion Business Case

Delivering through diversity  
Available from: [https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity\\_full-report.ashx](https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx)

Infographic: Diversity matters  
Available from: <https://www.catalyst.org/research/infographic-diversity-matters/>

Lessons from the leading edge of gender diversity  
Available from: <https://www.mckinsey.com/business-functions/organization/our-insights/lessons-from-the-leading-edge-of-gender-diversity>

The cost of bad behavior  
Available from: <https://www.sciencedirect.com/science/article/pii/S0090261609000722>

Why diversity matters  
Available from: [mckinsey.com/business-functions/organization/our-insights/why-diversity-matters](https://mckinsey.com/business-functions/organization/our-insights/why-diversity-matters)

### Equity

Employee resource groups  
Available from: <https://www.catalyst.org/topics/ergs>

Pay equity and equal pay: What is the difference?  
Available from: [http://www.payequity.gov.on.ca/en/AboutUs/Pages/the\\_difference.aspx](http://www.payequity.gov.on.ca/en/AboutUs/Pages/the_difference.aspx)

### Global Diversity & Inclusion Benchmarks

Global diversity and inclusion benchmarks: Standards for organizations around the world  
Available from: <http://centreforglobalinclusion.org/wp-content/uploads/2017/09/GDIB-V.090517.pdf>

### Human Rights

Duty to accommodate  
Available from: [albertahumanrights.ab.ca/employment/employee\\_info/accommodation/Pages/duty\\_to\\_accommodate.aspx](http://albertahumanrights.ab.ca/employment/employee_info/accommodation/Pages/duty_to_accommodate.aspx)

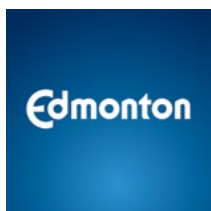
### Reconciliation

Honouring the truth, reconciling for the future: Summary of the final report of the Truth and Reconciliation Commission of Canada  
Available from: [http://nctr.ca/assets/reports/Final%20Reports/Executive\\_Summary\\_English\\_Web.pdf](http://nctr.ca/assets/reports/Final%20Reports/Executive_Summary_English_Web.pdf)

### Understanding Fit

Look beyond "culture fit" when hiring  
Available from: [gsb.stanford.edu/insights/look-beyond-culture-fit-when-hiring](https://gsb.stanford.edu/insights/look-beyond-culture-fit-when-hiring)

The dangers of hiring for "culture fit"  
Available from: <https://www.canadianbusiness.com/innovation/the-dangers-of-hiring-for-culture-fit/>



**OUR DIVERSITY  
& INCLUSION  
FRAMEWORK**

December 2019

