Best Practices for Advancing Equity, Diversity and Inclusion in Manufacturing

TED ROGERS SCHOOL OF MANAGEMENT

DiVERSITY INSTITUTE

Future Skills Centre | Centre des Compétences futures

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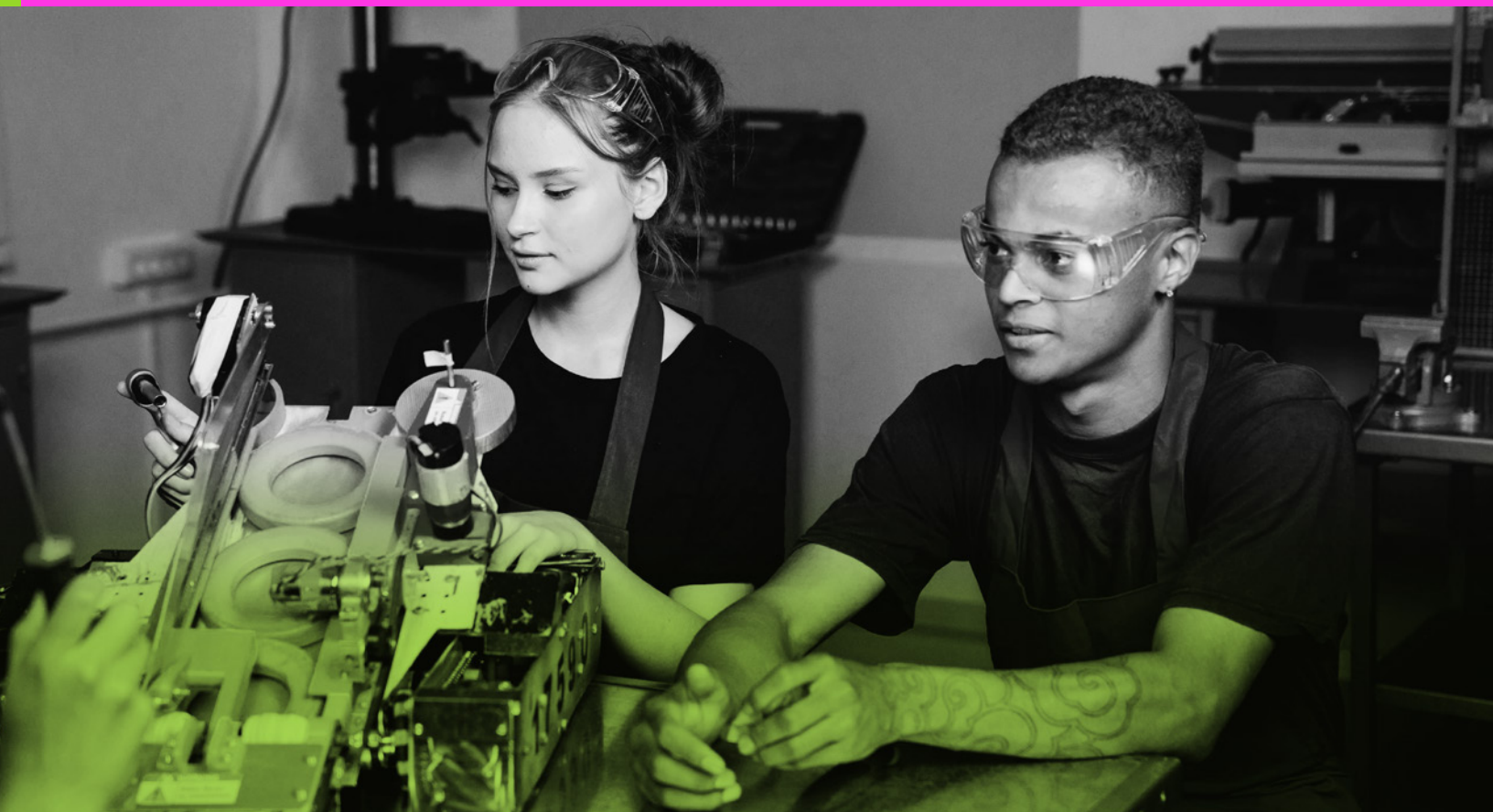
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The Diversity Institute conducts and co-ordinates multi-disciplinary, multi-stakeholder research to address the needs of diverse Canadians, the changing nature of skills and competencies, and the policies, processes and tools that advance economic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

The Future Skills Centre (FSC) is a forward-thinking centre for research and collaboration dedicated to driving innovation in skills development so that everyone in Canada can be prepared for the future of work. We partner with policy makers, researchers, practitioners, employers and labour, and post-secondary institutions to solve pressing labour market challenges and ensure that everyone can benefit from relevant lifelong learning opportunities. We are founded by a consortium whose members are Toronto Metropolitan University, Blueprint, and The Conference Board of Canada, and are funded by the Government of Canada's Future Skills program.

NGen is the industry-led, non-profit organization leading Canada's Global Innovation Cluster for Advanced Manufacturing. One of five national networks supported by Canada's ambitious Global Innovation Clusters Initiative. We are founded on the principle that digital transformation in advanced manufacturing will enrich the lives of Canadians, delivering better products and good jobs while generating the economic growth essential to a better future.

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Executive Summary

This report explores the relationship between equity, diversity and inclusion (EDI) and the strategic challenges in Canada's manufacturing sector, highlighting EDI challenges for equity-deserving groups. Leveraging the Diversity Institute's (DI's) Best Practices Database, it offers organizations in the manufacturing sector a toolbox of EDI initiatives that can be tailored to their unique needs. In doing so, it seeks to support organizations on their EDI journeys and drive inclusive growth and innovation in Canada's manufacturing sector.

Study design

The following three questions guide this report:

> How is EDI related to the current strategic issues facing the manufacturing sector?

> What is the current state of EDI in Canada's manufacturing sector?

> What promising best practices are currently used in the manufacturing sector to drive EDI?

It uses data from Statistics Canada, surveys, industry reports and publicly available resources to provide an overview of the manufacturing sector's current state, strategic challenges and their intersection with EDI issues.

Subsequently, drawing on DI's Best Practices Database, it highlights leading organizational programs, policies and practices from Canada and abroad that can advance EDI in Canadian manufacturing.

Context

The manufacturing sector is essential to Canada's economy, contributing around 10% of the national gross domestic product (GDP) and employing over 1.7 million people. It encompasses 21 sub-sectors, ranging from food and beverage manufacturing to aerospace and machinery production. Advanced manufacturing technologies, such as artificial intelligence (AI), robotics and 3D printing, are increasingly being adopted, for example, in the automotive and aerospace industries.

In 2023, the manufacturing sector experienced substantial growth, with annual construction spending in manufacturing reaching US$201 billion, a 70% increase from the previous year. Revenue also grew significantly from 2020 to 2021, although rising expenses have slightly reduced profitability. The sector provides well-paying jobs, with over 95% at full-time and paying 14% more than the national average.

However, the sector faces challenges such as a trade deficit in manufactured goods, labour shortages and a growing need for a highly skilled workforce. These issues have led to significant economic losses, including $13 billion in lost sales due to labour shortages. Additionally, nearly one-half of manufacturing employers reported difficulties recruiting and retaining skilled workers in early 2023.

Women representation

29% Manufacturing workforce

13% Board positions

15% Advanced manufacturing small and medium-sized enterprises (SMEs)

9% Manufacturing SMEs

The need for EDI in the manufacturing sector is becoming increasingly evident. This is driven by the need to meet the requirements of a diverse talent pool, enhance employee satisfaction, address the preferences of diverse consumers and investors and reduce legal and reputational risks. This means more than focusing on leadership, human resources practices and culture in manufacturing. It is critical to embed EDI into the value chain and across procurement, research and development, product design, sales, marketing and support.

Despite its proven value and the Government of Canada's prioritization of EDI in manufacturing, the advancement of EDI still lags in this area compared to other sectors. Even the scarce data that exists strongly suggests that there is a business case for manufacturers that supports our improved engagement with and development of a more diverse workforce. Additional attention needs to be paid to identifying and eliminating barriers to women and members of other equity-deserving groups to create a more inclusive manufacturing sector.

For example, women represent only 29.1% of the manufacturing workforce and 13% of board positions. Only 15.4% of advanced manufacturing small and medium-sized enterprises (SMEs) and only 9.5% of manufacturing SMEs are majority women-owned. Women also often encounter men-centric cultures, a lack of workplace flexibility and limited advancement opportunities.

Indigenous peoples, racialized individuals and other equity-deserving groups are also underrepresented and face higher unemployment rates and educational disparities.

Strategic planning, investment and continuous upskilling are necessary to address these issues and maintain competitiveness and leadership in the global market. EDI initiatives can also help mitigate legal and reputational risks, foster innovation and ensure compliance with evolving international standards.

Promising organizational practices

This report showcases leading practices within the manufacturing sector organized around six dimensions:

> **Governance, leadership and strategy**

Setting the "tone at the top" is crucial. Diverse representation in leadership, governance and decision-making teams promotes various perspectives on strategic issues and signals inclusivity. This is important for engaging diverse employees and responding to stakeholder expectations.

> **Human resource practices**

Human resource practices foster a diverse and inclusive workforce. They involve designing job roles and recruitment, selection, promotion, retention and separation processes. Embracing inclusive practices is not just a task but a testament to an organization's commitment to cultivating an inclusive organizational culture and enhancing employee satisfaction, retention and commitment.

> **Values and culture**

An organization's culture forms the foundation for all its activities. An inclusive culture is not just a buzzword but is key to creating an environment where equity-deserving employees feel valued, respected and supported. This benefits not only employees but also the organization. EDI initiatives enhance employee commitment, performance and loyalty and strengthen an organization's ability to achieve its goals and objectives.

> **Measurement and tracking of EDI**

Metrics and benchmarking are essential for translating an organization's commitment to diversity into actionable outcomes. Establishing targets and measuring outcomes is not just good practice but a necessity for advancing EDI in the workplace. For example, tracking diversity through anonymous surveys and sharing the results demonstrates an organization's commitment to diversity and provides insights into the effectiveness of EDI strategies, programs and policies. Results can also be used as organizational benchmarks and compared over time to understand progress.

> **Diversity across the value chain**

Embedding diversity across the value chain involves incorporating EDI practices into core business activities, such as procurement, research and development, product design, marketing, communications and customer service. Applying an EDI lens throughout the value chain leads to measurable benefits, such as catering to diverse markets and consumers. Incorporating EDI into core business activities can lead to new opportunities and mitigate risks.

> **Outreach and expanding the pool**

Outreach and expanding the pool involves developing and implementing initiatives to engage with various equity-deserving groups, such as women, racialized people, Indigenous Peoples and persons with disabilities, among others, and forming partnerships to attract future workforce participants. This can apply to philanthropic activities, corporate social responsibility, partnerships with educational institutions to grow the next generation or government relations work.

While our review shows considerable efforts are being made in the sector, more work can be done.

Conclusion

To advance EDI in Canada's manufacturing sector, efforts must be made across societal, organizational and individual levels:

> **At the societal level,** government policies, infrastructure investments, financial incentives, regulatory frameworks and efforts to combat stereotypes collectively enhance EDI advancements and improve employment outcomes for equity-deserving groups.

> **At the organizational level,** companies should integrate EDI into their corporate strategies with clear goals, ensure leadership supports EDI values, develop inclusive HR practices, foster a culture of inclusion, establish metrics to track progress and prioritize diversity across the value chain.

> **At the individual level,** advancing EDI in manufacturing involves providing information on diverse career paths, sourcing talent from varied academic backgrounds, supporting women and other equity-deserving groups in engineering and trades, offering accessible entry-level opportunities and work-integrated learning and providing advancement and coaching programs. Equally vital is ensuring that employees across the organization have the knowledge, skills and behaviours to create an inclusive work environment through training.

Introduction

This report examines the relationship between equity, diversity and inclusion (EDI) and the strategic challenges facing Canada's manufacturing sector. Drawing on data from Statistics Canada, surveys and industry reports, it provides a snapshot of the sector's current state and identifies sector-specific EDI challenges, focusing on the experiences of women, racialized individuals, Indigenous Peoples and other equity-deserving groups.

Although awareness of the importance of diversity and inclusion has increased, organizations struggle to find tested initiatives tailored to their unique needs. Leveraging the Diversity Institute's (DI's) Best Practices Database, which includes over 1,200 global practices, this report offers a toolbox for organizations in the manufacturing sector.

By adopting these best practices, organizations can set clear diversity goals, provide relevant training, create support networks and ensure transparent recruitment and promotion processes, ultimately driving sustainable growth and innovation.

By adopting DI's best practices, organizations can:

- Set clear diversity goals
- Provide relevant training
- Create support networks and ensure transparent recruitment and promotion processes
- Drive sustainable growth and innovation

Study Design

The following questions guide this report:

> How is EDI related to the current strategic issues facing the manufacturing sector?

> What is the current state of EDI in Canada's manufacturing sector?

> What promising best practices are currently used in the manufacturing sector to drive EDI?

This report leverages the latest data from Statistics Canada, independent surveys, industry reports and publicly available resources to provide an overview of the current state of manufacturing in Canada. It examines strategic sector challenges and their intersection with EDI issues. The report also reviews the state of EDI in manufacturing, highlighting the challenges faced by women, racialized people, Indigenous Peoples, persons with disabilities and other equity-deserving groups.

Subsequently, drawing on DI's Best Practices Database, the report highlights leading organizational programs, policies and practices from Canada and abroad that can advance EDI in Canadian manufacturing.[1] This database, developed through an ongoing multi-year project by DI researchers, contains over 1,200 evidence-based practices, case studies and guidelines from various sectors globally.[2, 3]

This report leverages the latest data from:

> **Statistics Canada**

> **independent surveys**

> **industry reports**

> **publicly available resources**

to provide an overview of the current state of manufacturing in Canada.

DI's Diversity Assessment Tool's six key dimensions of EDI performance

Governance, Leadership and Strategy

Human Resource Practices

Values and Culture

Measurement and Tracking of EDI

Diversity Across the Value Chain

Outreach and Expanding the Pool

The practices are framed by DI's Diversity Assessment Tool (DAT) (see Appendix A), which evaluates EDI performance across six key dimensions, including:

> **Governance, Leadership and Strategy**

Setting the "tone at the top" is crucial. Diverse representation in leadership, governance and decision-making teams promotes a range of perspectives on strategic issues and signals inclusivity. This is important for engaging diverse employees and responding to stakeholder expectations.

> **Human Resource Practices**

Human resource practices foster a diverse and inclusive workforce. They involve designing job roles and recruitment, selection, promotion, retention and separation processes. Embracing inclusive practices is not just a task but a testament to an organization's commitment to cultivating an inclusive organizational culture and enhancing employee satisfaction, retention and commitment.[4]

> **Values and Culture**

An organization's culture forms the foundation for all its activities. An inclusive culture is not just a buzzword but a key to creating an environment where equity-deserving employees feel valued, respected and supported. This benefits not only employees but also the organization.[5] EDI initiatives enhance employee commitment, performance and loyalty and strengthen an organization's ability to achieve its goals and objectives.[6]

> **Measurement and Tracking of EDI**

Metrics and benchmarking are essential for translating an organization's commitment to diversity into actionable outcomes. Establishing targets and measuring outcomes is not just good practice but a necessity for advancing EDI in the workplace.[7] For example, tracking diversity through anonymous surveys and sharing the results demonstrates an organization's commitment to diversity and provides insights into the effectiveness of EDI strategies, programs and policies. Results can also be used as organizational benchmarks and compared over time to understand progress.[8]

> **Diversity Across the Value Chain**

Embedding diversity across the value chain involves incorporating EDI practices into core business activities, such as procurement, research and development, product design, marketing, communications and customer service.[9] Applying an EDI lens throughout the value chain leads to measurable benefits, such as catering to diverse markets and consumers. Incorporating EDI into core business activities can lead to new opportunities and mitigate risks.[10]

> **Outreach and Expanding the Pool**

Organizations do not exist in a vacuum, and the research on the manufacturing sector shows the many ways in which the broader societal context shapes access to talent, demand for products and services, regulatory frameworks and more. Understanding how to engage with government, educational institutions and community organizations is critical to shifting perceptions of the role of manufacturing and the nature of manufacturing jobs, and helps to gain insights that can inform product design, building the pool of future talent and more.[11] Thinking about EDI can also apply to philanthropic activities, corporate social responsibility and more.

Context

This section leverages the latest data from Statistics Canada, independent surveys, industry reports and publicly available resources to provide an overview of the current state of manufacturing in Canada. It examines strategic sector challenges and their intersection with equity, diversity and inclusion (EDI) issues. It subsequently provides a review of the state of EDI in manufacturing, highlighting the challenges faced by women, racialized people, Indigenous Peoples, persons with disabilities and other equity-deserving groups.

*The manufacturing sector is a cornerstone of Canada's economy, **contributing around 10% of the national gross domestic product.***

Current state of manufacturing in Canada

The manufacturing sector is a cornerstone of Canada's economy, contributing around 10% of the national gross domestic product (GDP).[12] It is a diverse sector comprised of organizations that engage in the chemical, mechanical, or physical transformation of materials into new products.[13] Manufacturing processes can be classified into traditional and advanced manufacturing. Traditional manufacturing transforms raw materials into products using manual labour and methods such as machining and welding.[14] In contrast, advanced manufacturing utilizes automation, machine learning, artificial intelligence and innovative technologies like 3D printing, robotics and nanotechnology.[15] For instance, the automotive and aerospace industries use automation and robotics to produce vehicles and airplanes.[16]

According to Statistics Canada, manufacturers can be divided into 21 sub-sectors, including:[17]

> Food manufacturing

> Beverage and tobacco product manufacturing

> Textile mills

> Textile products mills

> Clothing manufacturing

> Leather and allied product manufacturing

> Wood products manufacturing

> Paper manufacturing

> Printing and related support activities

> Petroleum and coal product manufacturing

> Chemical manufacturing

> Plastics and rubber products manufacturing

> Non-metallic mineral product manufacturing

> Primary metal manufacturing

> Fabricated metal product manufacturing

> Machinery manufacturing

> Computer and electronic product manufacturing

> Electrical equipment, appliance and component manufacturing

> Transportation equipment manufacturing (automotive and aerospace)

> Furniture and related product manufacturing

> Miscellaneous manufacturing

In the U.S. in 2023, the sector saw substantial growth, with annual construction spending in manufacturing reaching US$201 billion, marking a 70% year-over-year increase.[18] In Canada, the manufacturing sector saw significant revenue growth of 17.4% from 2020 to 2021, increasing from $738.3 billion to $866.7 billion. Of the 21 manufacturing subsectors, 19 experienced revenue growth in 2022. Petroleum and coal, food, transportation equipment, fabricated metal and chemical manufacturing contributed $97.6 billion. However, expenses have risen faster than revenue, leading to a slight decline in profitability. [19]

Manufacturing plays a significant role in Canada's labour market. Most manufacturers are SMEs, with 34.1% microenterprises, 59% small and 6.2% medium-sized businesses in 2023.[20] It employs over 1.7 million people in Canada, representing roughly 8.3% of the labour force.[21, 22] It is estimated that 27% of Canada's jobs depend on manufacturing and its spin-off effects.[23, 24] According to the Canadian Manufacturing Coalition, over 95% of manufacturing jobs are full-time, compared to 79% in all other industries. Manufacturing jobs pay 14% more than the national average and include a wide range of employment types that range from production workers to high-skilled roles like engineers, technicians and maintenance workers.[25]

Canada's manufacturing sector, while competitive, has faced challenges such as a trade deficit in manufactured goods, which hit a record high of $197.8 billion in
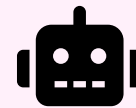
Canada's manufacturing sector already faces significant labour shortages. *These challenges are now compounding with the rising need for specialized technical knowledge in machine learning, artificial intelligence and cybersecurity.*

2022. However, subsectors like aerospace and food manufacturing have shown robust performance. The aerospace sector, for instance, contributes significantly to research and development (R&D) and maintains a strong global presence.[26]

This partially reflects Canada's ongoing transition from traditional to advanced manufacturing, driven by technological advancements, supply chain resilience and sustainability goals. While this transition has increased innovation, productivity and efficiency, it also presents significant challenges, including the growing need for a highly skilled workforce. Canada's manufacturing sector already faces significant labour shortages, leading to negative impacts such as delivery delays, increased costs, decreased employee morale and constraints on sales and production growth. These challenges are now compounding with the rising need for specialized technical knowledge in machine learning, artificial intelligence and cybersecurity.[27, 28]

In a 2020 survey of 563 Canadian manufacturers, 36% of respondents identified a shortage of skilled labour, and 26% a shortage of unskilled labour as the top factors limiting sales and production.[29] These shortages have resulted in lost sales, delayed projects and late penalties, amounting to nearly $13 billion in losses.[30] The Canadian Survey on Business Conditions by Statistics Canada reported that in the first quarter of 2023, nearly one-half (49.8%) of manufacturing employers anticipated challenges in recruiting and retaining skilled workers in the following three months.[31]

The growing need for skilled labour presents an opportunity for Canada's workforce but also poses risks to equity-deserving groups. Existing disparities could be exacerbated, marginalizing those without access to education and training in new technologies. Workers in traditional manufacturing roles may face job displacement without adequate reskilling programs. Additionally, economic shifts and regional variations in job growth could disproportionately affect underrepresented communities, increasing socioeconomic inequalities. This transformation demands strategic planning, investment and continuous upskilling to maintain competitiveness and leadership in the global market.[32, 33, 34]

Drivers for equity, diversity and inclusion in the manufacturing sector

Research consistently underscores the benefits of EDI in the workplace.[35, 36, 37, 38, 39] Inclusive workplaces attract and retain top talent from a more diverse talent pool,[40] allowing for untapped diverse perspectives that lead to creativity and innovation and improved business outcomes.[41, 42] However, hiring diverse talent is not the sole solution – organizational culture also plays a critical role. Employees who feel valued and respected show higher levels of belonging, reducing turnover.[43] Diverse leadership, including boards and senior managers, is also essential. Research shows that diversity in leadership increases profitability,[44] promotes innovation,[45] boosts employee engagement[46] and provides role models for diverse employees.[47]

Diverse talent pool and enhanced employee satisfaction

The Government of Canada has focused on advancing inclusion in manufacturing to address the growing labour shortage. As expressed by Canada's Minister of Innovation, Science and Industry, Francois-Phillippe Champagne, "Canada's manufacturing sector is growing fast, and it needs more workers to help meet the demands of the labour market. Employers need a diverse pool of Canadian job seekers to fill critical gaps in the manufacturing sector."[48]

Manufacturers continue to face barriers to growth, primarily due to labour shortages and skills gaps. In 2020, a survey conducted by the Canadian Manufacturers and Exporters found these issues have resulted in significant economic losses of nearly $13 billion, attributed to lost sales, late penalties and delayed or cancelled capital projects.[49] One important way of addressing labour shortages is by developing inclusive hiring practices to attract diverse candidates and address skills gaps to enhance innovation and competition.[50] The underrepresentation of women and other equity-deserving groups, along with inequitable internal practices, presents an opportunity for manufacturers to step up and advance EDI. By doing so, they can tap into a new and diverse talent pool, foster more equitable and inclusive cultures, mitigate legal and reputational risk and reach a broader consumer base.

Manufacturers continue to face barriers to growth, primarily due to labour shortages and skills gaps. A 2020 survey found losses of nearly $13 billion, attributed to lost sales, late penalties and delayed or cancelled capital projects.

The manufacturing sector must react to incorporate an increasingly diverse Canadian demographic landscape into their future:

> In 2021, 26.5% of the Canadian population was racialized.[51] Statistics Canada predicts that by 2041, the racialized population will reach between 42.1% and 47.3%.[52]

> The Indigenous population is younger than the non-Indigenous population and has grown more rapidly (9.4%) than the non-Indigenous population (5.3%) between 2016 and 2021.[53]

> In 2022, 27% of the Canadian population identified as having more than one disability limiting their daily activities (a 5% increase from 2017).[54]

Diverse and inclusive organizations experience increased employee satisfaction, loyalty, productivity and retention and foster a diverse and inclusive environment.[55, 56, 57, 58, 59] In other words, when people feel respected, valued and supported, they want to stay, be productive, provide their best work and help the company grow.

Diverse consumer and investor preferences

While not all manufacturers address consumer markets, with increased diversity, demands and opportunities are changing. Government regulations associated with accessibility, for example, as well as international standards for inclusive design, are making attention to EDI mandatory in many manufacturing subsectors.

For consumers facing sub-sectoral challenges, shifting demands among more diverse consumers also drive change. For example, 52% of Canadian consumers want organizations to take a stance on social, cultural, environmental and political issues 55% report that their purchasing decisions are influenced by the values and actions of organizations and their leaders.[60] There is also growing expectation from investors and customers that organizations will meet environmental, social and governance (ESG) standards. Even for manufacturers in the business-to-business space, there is a greater focus on supplier diversity initiatives and a push for large customers in both the public and private sectors to prioritize EDI in their value chains as part of procurement processes.[61, 62, 63]

There is an increasing call for incorporating EDI into research and development (R&D) and product design in manufacturing. Research has shown that exclusionary design is bad and often has unintended consequences. In the manufacturing sector, the failure to incorporate inclusive design principles has resulted in the production of unsafe products, such as vehicle safety systems, which have contributed to higher injury and mortality rates for women.[64, 65] Other examples include voice recognition systems that fail to recognize women's voices or facial recognition systems that do not accurately identify Black people.[66, 67, 68]

Inclusive design in manufacturing entails creating products, processes and services that are accessible, usable and effective for a diverse range of people. This approach prioritises the full spectrum of human diversity to eliminate barriers.[69, 70] Inclusive design allows manufacturers to expand their market by catering to a broader audience, including people with disabilities, elderly users and other marginalized groups.[71] Examples of inclusive design in manufacturing include universal packaging, adjustable workstations, voice-activated controls and ergonomic tools.[72] Inclusive design also ensures regulatory compliance with accessibility standards. As international standards evolve, embedding inclusion in design is becoming a requirement, not an option.

Inclusive design drives innovation and provides a competitive advantage by creating solutions that benefit all users.[73, 74] A Forbes survey of 321 executives found that among companies with annual revenues exceeding US$10 billion, 56% strongly agreed that diversity drives innovation.[75] A Boston Consulting Group study of 1,700 companies found similar results, highlighting that diversity increases an organization's bottom line. Diversity among employees and leaders, especially at the decision-making table, promotes new ideas for marketing, creative decision-making, product development and other activities relevant to the manufacturing sector.[76] As markets change, greater diversity enables new problem-solving and product design approaches.

Reduced legal and reputational risks

EDI initiatives are crucial for mitigating legal and reputational risks in the manufacturing sector. There is no shortage of examples of organizations within the manufacturing sector facing legal troubles, public scrutiny and backlash for neglecting diversity and inclusion practices. For example, Tesla, an American automotive manufacturer, is facing a lawsuit for violating the Civil Rights Act, with allegations of widespread racial discrimination at its factory.[77] The lawsuit claims that Black workers experienced rampant racial slurs, harassment and segregation, being assigned to the most physically demanding jobs.[78] The lawsuit has the potential to significantly impact Tesla's finances, reputation and

employee morale, with substantial legal settlements, damaged public image and challenges in attracting and retaining diverse talent.[79]

Meanwhile, Suncor Energy, a Canadian oil and gas company, has faced various challenges and criticism for years in its relations with Indigenous communities. Suncor's operations in the oil sands region have raised environmental issues that disproportionately affect Indigenous communities. These communities have expressed concerns over pollution, land use and the impact on their traditional ways of life.[80] Regulatory actions, such as the significant fines for air pollution violations, have highlighted ongoing environmental management issues.[81] Moreover, Indigenous communities have reported inadequate consultation and participation in environmental impact assessments related to Suncor's projects. These concerns have led to calls for more meaningful engagement and better integration of Indigenous knowledge and priorities in project planning and execution.[82]

EDI initiatives mitigate legal and reputational risks by fostering a workplace culture of respect and accountability, ensuring diverse representation and implementing effective anti-discrimination policies and training. They also foster stronger community relationships, enhance transparency and ensure diverse perspectives in decision-making, which would improve environmental compliance and community trust.

Equity, diversity and inclusion in the sector

Canada's manufacturing sector lags behind other sectors in EDI. Unlike federally regulated sectors and those dominated by federal contractors such as financial services, communications, transportation and information technology, most manufacturing sectors are not subject to employment equity legislation in Canada. While many large multinationals have advanced EDI programs and are leaders in inclusive design and supplier diversity, others do not. While research on barriers faced by women and other equity-deserving groups in Canada's manufacturing sector is available, considerable gaps exist, limiting our ability to understand these challenges.

Women

In 2023, women comprised roughly one-half of Canada's labour force, yet they represented only 29.1% of the manufacturing workforce.[83] As is the case in the information, communications and technology (ICT) sector, some of this can be explained by occupational segregation and the need to work upstream. For example, manufacturing relies heavily on workers from the trades and engineering, which are both areas where women are under-represented.

FIGURE 1

Employment of men and women in manufacturing from 2018 to 2023
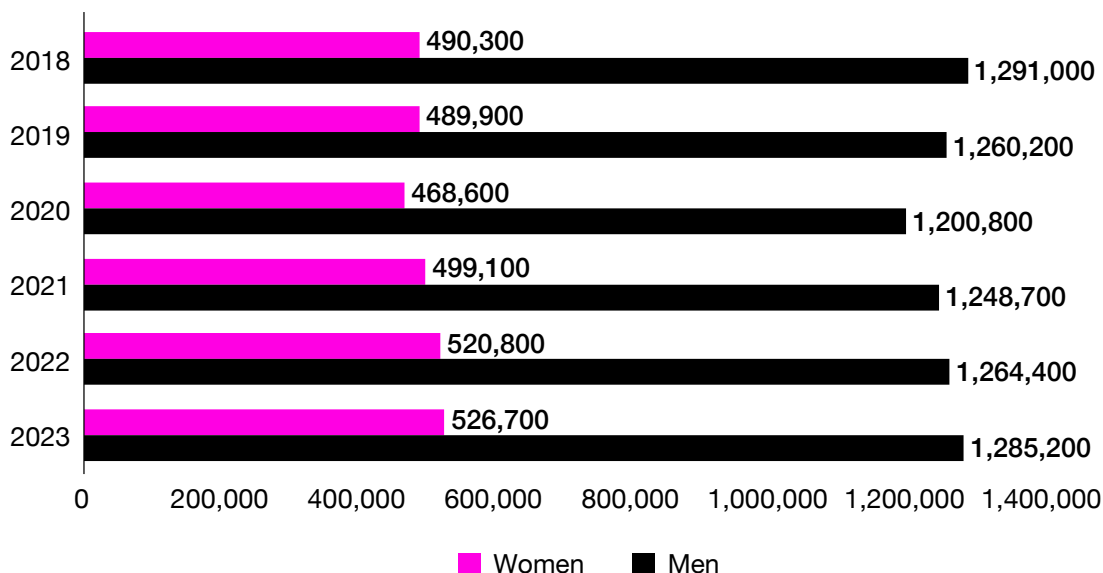
Note: Based on Statistics Canada's Labour Force Characteristics by Industry.[84]

At the same time, women in Canada's manufacturing sector encounter various barriers and challenges in the workplace, including "chilly" or even hostile work environments. For example, in 2017 the Canadian Manufacturers & Exporters surveyed 826 workers from the manufacturing sector, 640 of whom were women. This survey revealed "male-centric culture" to be a significant concern in the workplace.

Key findings from the 2017 Canadian Manufacturers & Exporters survey:[85]

> 32% of respondents reported disliking the male-centric culture the most when it came to their experiences working in the sector

> 28% left their jobs due to sexism and/or discrimination

> 28% believed that addressing this culture is crucial to making the sector more welcoming to women

> 46% felt women needed to work harder to prove themselves

These concerns align with broader research on science, technology, engineering and mathematics (STEM) fields, where women often face similar challenges in proving their worth.[86, 87, 88]

A study by the Manufacturing Institute outlines further insights into the necessary changes for a more inclusive sector. The study identified key challenges, such as a lack of flexibility (e.g., split shifts, telecommuting), a lack of childcare support, a lack of women role models, minimal opportunities for advancement and insufficient compensation.[89]

A comparison of data from 2018 to 2023 shows that women are drastically underrepresented, with men consistently being employed at twice the rate of women (Figure 1). As of 2023, the manufacturing sector employed just over 1.8 million people (15 years of age or older), with only 29.1% women workers (526,700), increasing slightly from 27.5% in 2018.

TABLE 1

Employment in manufacturing in 2023 by age

Age Group	Number Employed	% of Manufacturing Workforce
15 to 24	149,900	8.3%
25 to 54	1,175,300	64.9%
55 and over	486,700	26.9%

Note: The size of the manufacturing workforce in 2023 was 1,811,900. All data is based on Statistics Canada's Labour Force Characteristics by Industry.[89] The sum is larger than 100% due to rounding.

FIGURE 2

Employment of men and women aged 15 to 24 in manufacturing from 2019 to 2023
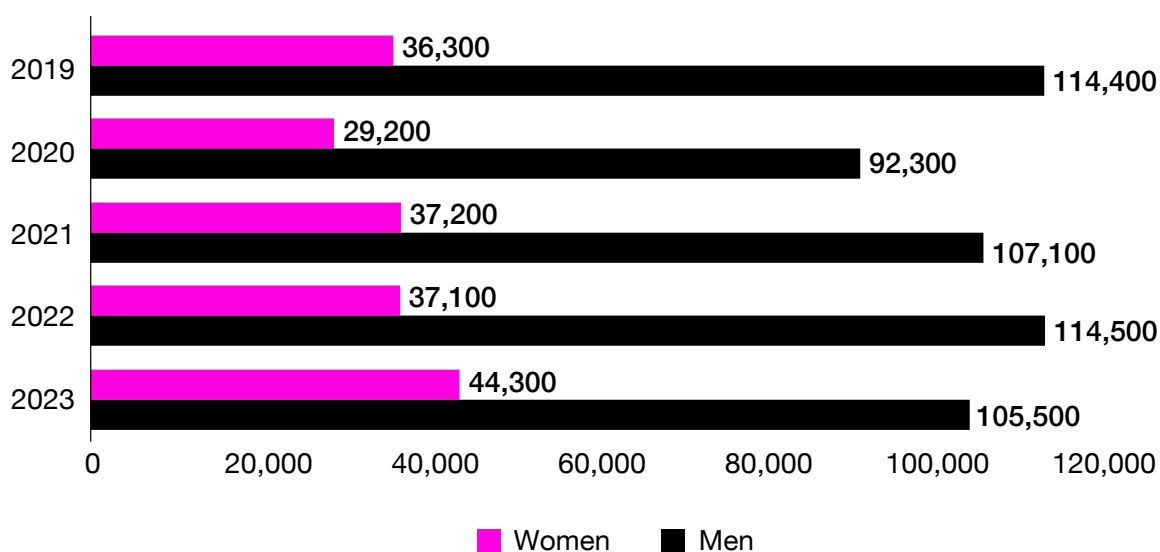
Note: Based on Statistics Canada's Labour Force Characteristics by Industry.[90]

An aging manufacturing workforce is also a concern, with 40,000 workers expected to retire per year between 2024 and 2031.[92] In 2023, 486,700 workers in the sector were 55 and over, accounting for 26.9% of the sector, while only 150,000 were between the ages of 15 and 24 (8.3%) (Table 1).

Younger generations are an untapped talent pool for manufacturers. However, when examining the breakdown of workers by gender, considerable disparities exist for women (Figure 2). In 2023, about 150,000 individuals between the ages of 15 and 24 were employed in the sector. Of those, only 29.6% were women. This is up from 2019, when 24.1% of manufacturing workers aged 15 to 24 were women.

FIGURE 3

Majority-owned small and medium-sized enterprises in the manufacturing sector in 2020
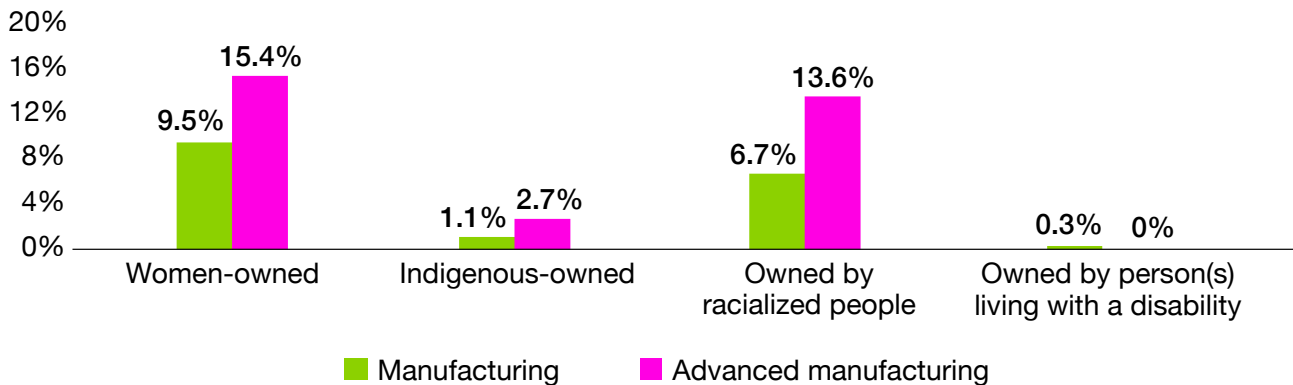
Note: Based on Statistic Canada's 2020 results on small and medium-sized enterprise ownership.[92]

In 2019, women held just 13% of seats on boards within the manufacturing sector.[94] Additionally, only one in five corporate boards in the sector met a target of at least 30% of board of directors' positions held by women that year. Disparities also exist across the entrepreneurial class in this sector, with only 15.4% of advanced manufacturing SMEs and 9.5% of manufacturing SMEs being majority-owned by women in 2020 (Figure 3). However, a deeper understanding of the intersectional experiences of women in the sector is difficult as limited data exists. Similar struggles exist across equity-deserving groups, with only 13.6% of advanced manufacturing SMEs and 6.7% of manufacturing SMEs majority-owned by racialized people. Less than 3% of manufacturing SMEs are owned by Indigenous Peoples and less than one-half of a percentage point by persons with disabilities.

The manufacturing sector also faces significant inequities in employment outcomes, likely reflected by weak organizational EDI practices, policies and programs. A survey conducted by Canadian Manufacturers and Exporters in 2017 further exemplifies these issues (n = 826, with 640 individuals being women). Non-inclusive workplace cultures were a primary concern, with 28% of respondents indicating having left a manufacturing job due to sexism, discrimination and a lack of flexibility.

Meanwhile, 26% of respondents felt unable to meet family obligations without damaging their careers.[95] Additionally, a pay gap exists within the sector, with women earning 24% less than men.[96] A survey from the Canadian Manufacturers and Exporters also found that 37% of women perceive promotion bias favouring men, and 38% have resigned due to a lack of advancement opportunities.[97]

FIGURE 4

Number of Indigenous Peoples across occupational sectors (non-management) in 2023
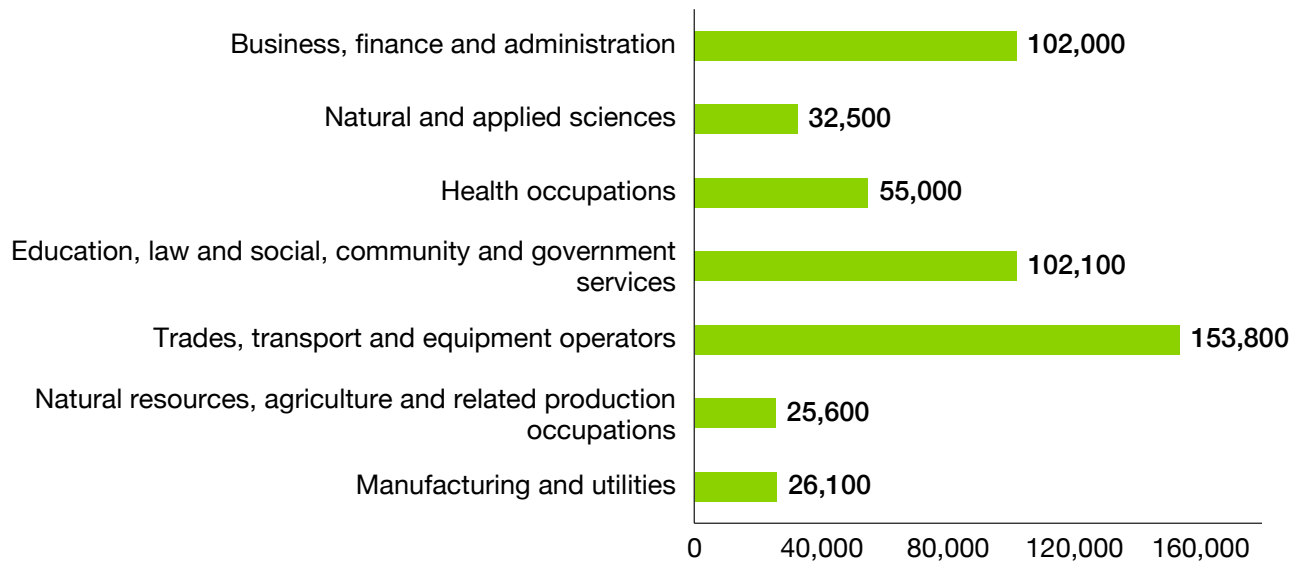
Note: Statistics Canada data on employment by Indigenous group and occupation.[97] A selection of fields was selected to show disparities. All fields above do not include management occupations.

Indigenous Peoples

The proportion of people who identify as Indigenous in Canada is increasing, with the population being younger than the non-Indigenous population.[99] Yet, there are still notable disparities in representation. As of 2023, 750,400 Indigenous Peoples aged 15 and over were employed across various occupational sectors, a considerable rise from 693,300 in 2019. However, employment in specific fields shows variation (Figure 4). For example, in 2023, while many Indigenous Peoples work in trades, transport and equipment operators (153,800), only 26,100 are employed in manufacturing.[100]

As with women, some of this has to do with the under-representation of Indigenous Peoples in source disciplines—the trades and engineering[101]—and is compounded by a lack of geographic proximity to manufacturing facilities, particularly for Indigenous Peoples living on reserves and in the North. More research is needed to understand the barriers Indigenous Peoples experience in Canada's manufacturing sector.

Some organizations are committed to addressing these inequities by focusing on broader employment and educational disparities.[102] For example, Next Generation Manufacturing Canada (NGen) partnered with MFI to help Indigenous youth learn about modern manufacturing through entrepreneurship and financial literacy courses, as well as summer employment programs.[103]

Racialized and Black people

Racialized people and Black people face various barriers in the labour market, including higher unemployment rates compared to non-racialized people.[104] However, specific data on the barriers within the Canadian manufacturing sector is scarce. In 2016, Statistics Canada found that 23.1% of Black men aged 25 to 59 worked in the manufacturing sector compared to 32.9% of other, non-Black men of the same age group. For Black women, the proportion was even lower at 4.9%.[105]

*In 2016, Statistics Canada found that **23.1%** of Black men aged 25 to 59 worked in the manufacturing sector compared to **32.9%** of other, non-Black men of the same age group.*

Promising Practices

The following is a comprehensive review of best practices that can be adopted by organizations in the manufacturing sector in their equity, diversity and inclusion (EDI) journeys. These best practices are framed by the Diversity Assessment Tool (DAT), which allows organizations to develop EDI strategies that go beyond human resources to consider all aspects of their operations.

The Diversity Assessment Tool's (DAT's) six dimensions:

> Governance, Leadership and Strategy

> Human Resource Practices

> Values and Culture

> Measurement and Tracking of EDI

> Diversity across the Value Chain

> Outreach and Expanding the Pool

Appendix B presents a detailed list of the Diversity Institute's best practices for the manufacturing sector. This report focuses on the manufacturing sector but also includes best practices from the energy and resource sectors when relevant information from manufacturing was limited due to the similarities in their activities.
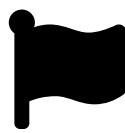
Governance, Leadership and Strategy

The board of directors and senior management teams are the key drivers in setting the organizational tone and promoting inclusivity. A diverse board and leadership team can serve as a role model, showcasing the benefits of EDI. To achieve this, organizations can develop a board diversity strategy, formalized through a board policy, to outline the approach to creating a diverse board of directors. Tools like a skills matrix also help in this effort by detailing the necessary skills for board members while reducing unconscious bias during the selection process. Participating in voluntary initiatives, like the 50 - 30 Challenge,[106] 30%+ Club,[107] and BlackNorth Initiative,[108] can further demonstrate an organization's commitment to EDI and provide valuable support and resources.

Board policies

Board policies formalize expectations for diversity within boards of directors. Many large manufacturing organizations in Canada are committed to board diversity, outlining their strategies through policies. For example:

> **Linamar,** an advanced manufacturing company, has a board diversity policy, highlighting their goal to have 50% women and 30% members of designated groups (i.e., women, racialized people, Indigenous Peoples and persons with disabilities) on their board of directors.[109] Efforts are still being made to achieve these goals. Linamar noted in 2020 that for the last five years, they have had a relatively stable board of six directors, with two of them being women (33.3%).[110] Such policies are crucial in promoting EDI by setting clear targets and expectations.

> **Bombardier,** a large aerospace manufacturer, adopted a board and management diversity policy that ensures the committee will consider various cultural and geographic backgrounds to ensure the representation of women and individuals from other designated groups. Since 2022, four of 13 board members have been women (31%).[111]

> **Suncor,** a large oil and gas company, has a diversity policy that ensures that the board includes equity-deserving people, including women, racialized individuals, Indigenous Peoples and persons with disabilities. They also periodically review board composition to maintain diverse representation, aiming for at least 30% gender diversity.[112] In 2023, 31% of the board of director nominees were women.[113]

*A **board matrix** is a tool that charts the skills and characteristics of board members, helping organizations identify and recruit a diverse board.*

Tools

A board matrix is a tool that charts the skills and characteristics of board members, helping organizations identify and recruit a diverse board. Unfortunately, we found few examples of manufacturers using skills matrices to identify specific skills and requirements for board composition. Novagold Resources, a company that specializes in manufacturing, mining, oil and gas, utilities and waste treatment, uses a matrix that covers both skills and diversity dimensions; however, it should be noted that the race and ethnicity categories are aligned with the United States context. Canadian manufacturers should draw upon diversity dimensions in their local context when considering this matrix. This will ensure that strategies are relevant, address community needs, leverage the unique strengths and perspectives of the local workforce and enhance community relations.

Leaders

Leaders play a pivotal role in setting the tone and fostering an inclusive culture by integrating diversity and inclusion into their responsibilities. Organizations may formalize a leadership role, such as Chief Diversity Officer or create a diversity and inclusion committee, highlighting a top-down commitment to EDI. Appointing a Chief Diversity Officer centralizes the responsibility for diversity and inclusion within a senior leadership role. These leaders ensure that initiatives are integrated into organizational strategy.

*Leaders play a pivotal role in **setting the tone and fostering an inclusive culture** by integrating diversity and inclusion into their responsibilities.*

For example, large manufacturing organizations, such as General Electric,[114] Dow[115] and Siemens Canada,[116] have Chief Diversity or Chief Inclusion Officers who lead EDI initiatives, demonstrating a solid commitment to inclusive organizational culture. General Electric, an American multinational conglomerate known for manufacturing household appliances, has a Chief Diversity Officer in every operational branch to help set their EDI strategy, including inclusive recruitment practices, EDI training and tracking representation.

These efforts have led to considerable progress – in 2023, 40% of board members were women, 10% were racialized people, and 30% were immigrants. General Electric has also made strides toward closing the gender pay gap and striving for 100% pay equity.[117]

Strategy

EDI should not be seen as an isolated initiative but as an integral part of organizational strategy. There are various ways organizations can demonstrate their commitment to EDI. For example, Grupo Bimbo,[118] a large baking manufacturer with a subsidiary in Canada, and Nutrien,[119] a fertilizer manufacturer and distributor, communicate the importance of EDI through policies like inclusion policies and board charters. Interestingly, Grupo Bimbo's policy outlines the EDI responsibilities of its CEO, vice presidents and human resource departments.[120] Other organizations, such as Southwire Company,[121] Maple Leaf Foods[122] and Bombardier,[123] use reports and websites to communicate their EDI commitment, which sends a message from the top to the public, investors and employers on why EDI is important.

*Other organizations **integrate EDI into their mission, vision and goals**, ensuring that these values are prioritized and are not just something "good to have."*

Southwire, an electric wire and cable manufacturer, states their commitment to EDI is steadfast, going beyond "what happens in the workplace and extends into communities in which we work and live across our entire footprint."[124] Their commitment is highlighted by multiple awards, including the Top 10 Enterprise Employee Resource Group recipient for the 2020 Diversity Impact Awards.[125]

Other organizations integrate EDI into their mission, vision and goals, ensuring that these values are prioritized and are not just something "good to have." Both large and small manufacturing companies, such as Dow,[126] Xtended Hydraulics and Machine,[127] Bombardier,[128] and Canfor,[129] embed EDI into their core values and operational strategies, which ensures EDI considerations not only in organizational culture but also in decision-making processes. For example, Xtended Hydraulics and Machine, an Indigenous-owned private hydraulic cylinder manufacturer, integrates EDI into its organizational vision, mission and decision-making processes. They are not only a certified Aboriginal Business with the Canadian Council for Indigenous Business, but also 50% of their staff is Indigenous, and they have a management gender policy of 50:50 men and women.[130] Canfor, a global leader in sustainable lumber, pulp and paper, fully incorporates EDI into its values by stating that it fosters "a diverse workforce that is inclusive, productive and respectful at all times."[131]

Goal setting

Setting specific and measurable organizational goals is a powerful tool in an organization's mission to advance EDI. For example, Magna International, an automotive parts manufacturer, has clear organizational goals that focus on building EDI awareness through training, workshops and resources, creating an inclusive workplace culture and forming strategic partnerships to nurture talent from equity-deserving groups.[132] Similarly, Maple Leaf Foods, a multinational food manufacturer with a Canadian subsidiary headquartered in Mississauga, has a strategic plan that includes clear accountability goals, aligning people and human resource practices with values and fostering cultural change.[133]

Dow, a multinational corporation with a Canadian subsidiary headquartered in Calgary and manufacturing facilities in Alberta and Ontario, has several governance, talent, supplier and customer goals. To date, they have made considerable progress in advancing the representation of equity-deserving groups, with improved workforce diversity (e.g., 29.8% global representation of women) and attention paid to increasing support to employees through employee resource groups (ERGs; e.g., more than 600 ERGS, with 60.8% of employees and 98.0% of leaders engaging in at least one group).[134]

Articulating the benefits of diversity and inclusion helps garner organizational buy-in.

Articulating the benefits of diversity and inclusion helps garner organizational buy-in. Leaders can get buy-in by showcasing research on the benefits of diversity and inclusion, which can help convince those uncomfortable or negative about these changes. Large oil and gas companies, which also manufacture crude oil products, are well-acquainted with the case for EDI. For example, Canadian Natural Resources, an oil and gas production company, highlights the advantages of a diverse workplace, including new perspectives, better decision-making and the prevention of biased thinking.[135]

⌕ Human Resource Practices

Human resource processes encompass many functions, including job design, recruitment, selection, promotion, retention, separation and termination. Organizations in the manufacturing sector can use a diversity and inclusion lens at each stage to ensure equitable treatment of potential and current employees.

Job design

Job design is the first step in inclusive hiring practices. This includes reviewing position requirements (e.g., skills, qualifications and credentials) and eliminating unnecessary requirements that may serve as barriers for equity-deserving candidates. For example, educational credentials, like university and college degrees, are often listed as necessary, even when academic credentials are not needed. These requirements are especially problematic for workers from equity-deserving communities underrepresented in the post-secondary education system. Unfortunately, our review of manufacturing organizations found no publicly available evidence of these practices. However, this may not be surprising given the highly technical nature of some jobs. For example, aerospace and automotive manufacturers may require individuals with highly technical training in engineering to design vehicles and airplanes.

Using inclusive language in job postings is a powerful way to promote equitable hiring practices. This practice signals an organization's commitment to diversity and inclusion and attracts a wider pool of diverse applicants.[136] Research has also shown that job postings using gender-specific terminology can inadvertently exclude certain applicants, regardless of their skills and qualifications.[137] While our review found limited examples of manufacturing organizations employing these practices, the potential processes for a positive impact are significant. This approach is crucial in the recruitment pipeline, signaling equitable and inclusive hiring practices and culture to potential applicants, especially those from equity-deserving communities.

Using statements of reasonable accommodation in job postings signals an organization's commitment to non-discriminatory hiring practices for persons with disabilities. Some Canadian manufacturers use these statements. For example, Hörmann, a manufacturer of doors, garage doors and door frames, uses a statement of reasonable accommodation to promote a barrier-free recruitment process and encourage people with disabilities to apply.[138] This statement highlights how manufacturers can be committed to equitable hiring practices by providing potential candidates with accessibility needs and the opportunity to be evaluated fairly by an organization.

Some organizations communicate their commitment to EDI to applicants by including statements encouraging equity-deserving groups to apply. For example, Bombardier notes that they are an equal opportunity employer, encouraging equity-deserving groups from various identities to apply:

> *"Bombardier is an equal opportunity employer and encourages persons of any race, religion, ethnicity, gender identity, sexual orientation, age, immigration status, disability, or other applicable legally protected characteristics to apply."[139]*

Nutrien is committed to supporting an inclusive workplace by encouraging qualified applicants from diverse backgrounds to apply:

> *"Nutrien is an equal opportunity employer. We evaluate qualified applicants without regard to race, colour, religion, sex, sexual orientation, gender identity, national origin, disability, veteran status and other legally protected characteristics."[140]*

Recruitment

Inclusive recruitment practices are also crucial to attract equity-deserving groups. One effective strategy is to partner with search firms, non-profit organizations and community organizations. These partnerships can help mediate relationships between organizations and communities.

Our review of the manufacturing sector found that some organizations partner with the local community to attract, hire and retain equity-deserving groups. For example:

> **First Aid & Survival Technologies** Limited leveraged several partners in its recruitment strategy, including MOSAIC and the British Columbia Alliance for Manufacturing, to employ new Canadians and Semiahmoo House Society to provide valuable employment experience to persons with disabilities.[141]

> **AGS Automotive Systems** partners with Michigan staff to employ Iraqi refugees, addressing staffing needs and benefiting the local community.[142]

> **PepsiCo** partners with Disability Solutions @Ability Beyond to help attract, hire and retain people with disabilities and provides managers with disability inclusion training. In 2022, PepsiCo reported hiring 348 people with disabilities.[143]

*Ensuring **bias-free selection processes** is also a critical aspect of equitable hiring practices.*

Bias-free selection processes

Ensuring bias-free selection processes is also a critical aspect of equitable hiring practices. These processes are designed to prevent unconscious bias from influencing selection committees, particularly during interviews, and to ensure fair evaluation of applicants. One effective strategy is to use diverse selection committees to train them on topics such as unconscious bias, assessing resumes and using various evaluation tools to assess candidates' skills (e.g., interviews and written assessments). Our review of the manufacturing sector found little evidence of bias-free selection processes. However, it should be noted that these practices and policies may be internal only.

One exception is Canfor, which provides mandatory diversity and inclusion training for individuals involved in the hiring process, ultimately ensuring a competency-based, bias-free hiring process.[144] Nutrien's recruitment strategy includes providing training kits to recruiters on inclusive interviewing.[145]

Education and training

Many organizations prioritize employee development through initiatives such as EDI training, professional development and mentorship opportunities. These efforts aim to enhance EDI knowledge while fostering an inclusive workplace culture. Canadian manufacturers offer EDI training opportunities to employees to cultivate organizational culture. For example, Blackline Safety offers EDI education and training and collaborates with organizations like the Canadian Centre for Diversity and Inclusion to provide flexible learning opportunities that accommodate employees' schedules and preferences.[146]

Danone Global also has extensive training, including an e-learning program on human rights. By the end of 2020, over 3,500 employees had completed the training. Other forms of training include Campus X in 2019, which provides leadership and functional training, learning weeks and learning-by-doing opportunities.[147] Danone Global's efforts have led to 98,105 employees completing at least one training, totaling over 2.5 million training hours.[148]

Education and training are not limited to EDI but also provide opportunities for leadership, Indigenous awareness and cultural competency training. For example:

> **Ford,** a global automotive manufacturer with subsidiaries headquartered in Canada, exemplifies best practices with its Leadership Program and Inclusive Leader Certification Experience, which certifies leaders in inclusive practices.

Additional initiatives, such as the Men as Allies workshop, help promote allyship and diversity awareness.[149]

> **Bombardier** embeds EDI content into its leadership training modules and other training, such as unconscious bias webinars for managers.[150]

> **Imperial Oil**, which extracts petroleum and manufactures products, offers Indigenous awareness courses to help employees better understand Indigenous communities and Peoples.[151]

Mentorship programs

Mentorship programs play an important role in supporting diverse employees, enhancing retention rates and fostering skills development. These programs connect diverse employees with more senior workers, guiding career development and pathways. Suncor's Indigenous Employee Mentorship program connects Indigenous employees with mentors, fostering deeper connections and mutual learning opportunities, especially between Indigenous and non-Indigenous employees.[152] Other organizations use mentorship to support the local community. In 2016, Ford partnered with the Michigan Minority Supplier Development Council to launch a corporate mentorship program, MentorMe, to support minority-owned companies.[153]

Leadership training initiatives are also important for diverse employees, providing them with opportunities to prepare for leadership roles and thrive in organizations. Startech launched the Building the Leaders

of Tomorrow program in 2019, helping employees build the skills and competencies needed to succeed as leaders and the Women in Leadership initiative, focusing on empowering women in leadership roles.[154] Maple Leaf Foods has a similar initiative in Canada with Western University's Ivey School of Business. This is an intensive week-long program that offers women tools and insights for career development.[155]

Professional development

Professional development is another way organizations can support employees, particularly with training, upskilling and improving overall employee capacity. There is no shortage of examples. Linamar offers several professional development opportunities, including the Linamar Entrepreneurial Advancement Program, the Linamar Leadership Development Program and the Linamar Advanced Manufacturing Program.[156] PepsiCo, a multinational food, snack and beverage manufacturer with a Canadian subsidiary headquartered in Mississauga and manufacturing facilities in Alberta, Ontario, Quebec and Nova Scotia, has training and development programs to increase employees' managerial, digital and functional (e.g., supply chain and marketing) skills. In 2023, PepsiCo reported employees spending over 1.5 million hours learning through digital platforms.[157]

Professional evaluation and development are also important as they provide employees feedback, direction for future professional growth and transparency around potential promotion opportunities.

Professional evaluation and development are also important as they provide employees feedback, direction for future professional growth and transparency around potential promotion opportunities. Best practices are scarce in this area, with few coming from large organizations. For example, Bombardier offers competency-based performance evaluations twice yearly to help employees define their goals and objectives.[158] Imperial Oil has an established performance assessment and development system, including goal-setting performance reviews and coaching in the first three to five years of employee tenure.[159] Unfortunately, few best practices were found on how manufacturing organizations offer opportunities for promotion. Canada Malting, an organization that produces malt for brewing purposes, is one exception they promote from within through development plans that focus on employee growth.[160]

Q Values and culture

An organization's culture forms the foundation for all its activities. An inclusive organizational culture creates an environment where diverse employees feel respected, valued and supported.[161] EDI initiatives, programs and policies play an essential role in enhancing employee experience and achieving an organization's strategic goals. Organizations formalize their commitment to inclusive organizational cultures through policies, such as a code of conduct, workplace harassment policy, diversity and inclusion policy, workplace safety policy and accessibility policy. These policies not only set expectations but also provide standards for employee behaviour.

Equity, diversity and inclusion policies

EDI policies formalize this dedication and are at the core of an organization's commitment to diversity and inclusion. For example, Grupo Bimbo's policy defines EDI terms and outlines how these principles should be integrated within the organization. The policy also assigns responsibilities for EDI efforts to senior leaders,[162] which helps shape the culture within the organization. Similarly, Ballard Power Systems has a diversity and inclusion policy to foster a diverse and inclusive work environment, providing guidelines to achieve an inclusive organizational culture.[163] Ballard Power Systems continues to strive for a diverse workforce, and in 2019 was recognized for gender diversity in the corporate sector – 24% of employees were women, including 22% of board members, 33% of the executive team, 18% of senior leadership and 20% of managers.[164]

Code of business conduct

A code of business conduct and ethics guides employee decision-making and actions. Our review found several examples of best practices in Canada's manufacturing sectors. For example, Pyrogenesis' Code of Business Conduct and Ethics outlines best practices for organizational members, addressing conflicts of interest, work environment standards, health and safety and ethical business practices.[165] Righteous Gelato, an SME from Alberta, emphasizes their commitment to non-discrimination and anti-racism. Although not a formal policy, this statement outlines actions to advance EDI, including hiring and promoting people from equity-deserving groups.[166]

Accessibility policies

Accessibility policies establish practices, processes and procedures to achieve accessibility goals. In Ontario, this also means compliance with the Accessibility for Ontarians with Disabilities Act (AODA) standards.[167] This practice is common within the manufacturing sector. For example, Pilteq, an Ontario-based SME that manufactures acoustic products, has a comprehensive accessibility plan with standards for customer service, the workplace, information and communications and employment.[168] Other examples of accessibility policies and plans include FELLFAB Limited,[169] Gincor Werx[170] and Canada Tube Form.[171]

*Organizations can also offer **benefits to support employees' work-life balance** through various policies, procedures and practices.*

Work-life balance policies

Organizations can also offer benefits to support employees' work-life balance through various policies, procedures and practices. For example, flexible working arrangements help employees better manage their personal and professional duties. These arrangements support work-life balance and empower employees, particularly women, to better manage their schedule and work environment. Several manufacturing organizations in Canada offers these benefits. For example, Zaber Technologies, which designs and manufactures precision positioning devices, offers flexible and hybrid working arrangements, allowing employees to work on their terms and enjoy work-life balance.[172] Similarly, Carbon Cure, an SME in Nova Scotia that manufactures carbon dioxide removal technologies, offers a remote-first model for their employees.[173]

Family-friendly workplace benefits also help employees achieve a work-life balance by allowing them to manage their responsibilities. Large manufacturing companies in Canada have several initiatives to support their employees. For example, Southwire Company

offers benefits to new mothers, including dedicated spaces and lactation rooms. Danone Global takes it further and has a parental policy that supports new parents with flexible working arrangements and paid and unpaid caregiver leave.[174] The reach of this policy is global, with implementation in 49 countries and about 80,000 employees.[175]

Another way organizations can promote an inclusive culture is through workplace benefits and perks. For example, Motion Composites, an SME that manufactures high-performance wheelchairs, offers a range of benefits to their employees, including group insurance, health/well-being memberships, flexible work schedules, ongoing training and a community garden.[176]

Mental health and wellness benefits

Organizations can also prioritize mental health and wellness benefits as part of their support for their employees. For example:

> **Keirton**, an SME that designs, manufactures and distributes solutions for the cannabis industry, advocates for mental health. They have worked with the Canadian Mental Health Association since 2019 and the Not Myself Today initiative. They also have mental health ambassadors to help team members with resources, and the CEO leads sessions on mental health and well-being.[177]

> **Maple Leaf Foods** has partnered with the Centre for Addiction and Mental Health on its "You Are Not Alone!" initiative, which provides support, education and accommodations for mental health.[178]

*Organizations can also prioritize **mental health and wellness benefits** as part of their support for their employees.*

> **Bimbo Canada** provides training programs and initiatives related to mental health and wellness. For example, its Health Minds program aims to destigmatize mental health, and in 2023, 470 employees completed the training.[179]

> **SmartSweets**, an SME manufacturing low-sugar candy, encourages employees to be allies and support diverse communities. They also offer various perks, including cell phone bill reimbursement, a parental leave top-up program and a puppy-friendly office, among others.[180]

Employee resource groups

Organizations adopt strategies and initiatives to promote an inclusive workplace culture, such as ERGs and celebrating heritage months. These are voluntary groups formed by employees and recognized by organizations to advance inclusion, promote EDI and foster a strong sense of belonging, which makes employees feel connected, respected and valued.

It should be recognized that many ERG best practices are for large organizations, and implementing ERGs in SMEs may be challenging. Some notable ERG examples include:

> **Maple Leaf Foods** supports six ERGs focused on persons with disabilities, sustainability, mental health, 2SLGBTQ+ people and multiculturalism.[181]

> **Danone Canada** has several ERGs supporting equity-deserving groups. In 2021, Danone's Black, Indigenous, and People of Colour Leadership Group engaged in discussion to develop actions to support the Black and Asian communities.[182]

> **BASF**, a multinational chemical manufacturer, has 13 ERGs, each playing a distinct role in supporting business activities and its EDI strategy. Examples of these groups include the Asian Inclusion Network, the Emerging Professionals and Friends, the Women in BASF and the Remote Employee Community.[183]

> **Stanley Black & Decker,** a manufacturer of industrial tools and household hardware, has nine ERGs with over 75 chapters worldwide. Examples of these groups include Pride & Allies, Women's Network, Abilities Network and Developing Professionals Network.[184]

Recognizing heritage months and diverse groups

Recognizing heritage months and considering the diverse needs of employees when planning social events are other ways organizations celebrate diversity and foster a sense of inclusion. Only some manufacturers actively recognize diverse groups through an observance calendar; however, it may not be publicly advertised on their websites. One exception is Siemens Canada, which hosts employee-driven events, such as Black History Month, International Women's Day, National Indigenous History Month and Pride Month. They also have an EDI observances calendar to highlight diverse celebrations, fostering an environment where employees can celebrate their unique cultures and identities and feel respected, valued and appreciated.[185]

Measurement and tracking of equity, diversity and inclusion

Organizations can measure EDI by tracking workforce representation at multiple levels, thereby addressing diversity gaps and benchmarking progress. For example, companies can understand if equity-deserving groups are underrepresented in specific roles by examining representation at different levels, such as boards or senior managers.

Measuring systems

Many large manufacturing companies across Canada have systems to measure representation. For example:

> **Danone Global** tracks the representation of women on boards, in senior management and among non-management positions. In 2020, 43% of Danone's board of directors and executive team were women. They also track the age of the workforce, highlighting that 37.8% of the organization's global workforce is between the ages of 30 and 39.[186]

> **Dow** measures global workforce demographics by gender participation across various positions, from non-management to executive teams, and pay equity between men and women and other equity-deserving groups. In 2022, global workforce demographics showed that women comprised 33.8% of board members and 27.6% of executives. More impressive work has been done regarding pay equity—women earn 98 cents for every dollar men earn, and racialized people earn 97 cents for every dollar non-racialized people earn.[187]

Key performance indicators *are part of an organization's EDI mission and a testament to their commitment to tracking their progress.*

Key performance indicators

Key performance indicators (KPIs) are part of an organization's EDI mission and a testament to their commitment to tracking their progress. Based on our review of best practices, this is primarily done by larger manufacturers in Canada. For example, Danone Global's KPIs include achieving gender balance in management by 2030, closing gender pay gaps by 2025, and maintaining a high score on the Danone inclusion index.[188] Canfor's extensive KPIs to track EDI progress, such as representation in leadership, completion rate of EDI training and supplier diversity spending with Indigenous vendors, showcase their dedication to advancing EDI. In 2022, 25% of executive leadership identified as members of equity-deserving groups, 5% short of their 2030 target, but their commitment remains unwavering.[189] Other relevant KPIs include tracking the number of promotions given to equity-deserving groups, the percentage of employees participating in EDI training and the number of diversity initiatives implemented.

Employee engagement surveys

Employee engagement surveys are excellent tools for tracking and measuring feelings of belonging and an organization's EDI progress.[190] These surveys provide valuable insights that can guide strategic decisions across an organization. However, collecting demographic data comes with cautions around privacy and confidentiality. In smaller organizations, where employees know each other, privacy and confidentiality are concerns. As such, small organizations should exercise caution when collecting self-identification data, ensuring that the process is respectful and transparent.

Both small and larger manufacturers use employee engagement surveys. For example, Southwire Company uses their Living Well Engagement Survey to understand diversity, non-discrimination, inclusion and overall EDI. They also track their progress over time, providing a holistic understanding of their efforts.[191] Similarly, Ballard Power Systems conducts employee engagement surveys to measure safety, leadership and innovation, among other relevant EDI metrics.[192] In 2021, Ballard Power Systems' survey had a 95% response rate, with results indicating that it is "a team-based, purpose-driven and technology-focused organization with engaged employees who want to innovate and collaborate and make a difference to our environment."[193]
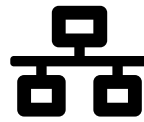
Diversity across the value chain

The value chain consists of primary and secondary activities that transform organizational inputs (e.g., raw materials, labour and resources) into outputs (e.g., services and products). Organizations can apply a diversity and inclusion lens at each value chain stage to improve these practices. Manufacturers, for example, can embed EDI into their procurement programs by creating supplier diversity programs. These programs ensure that their outputs are sourced from organizations primarily owned by equity-deserving groups.

Procurement

Procurement involves an organization's acquisition of inputs. Integrating diversity into procurement is a necessary step for advancing EDI within organizations. Several manufacturing organizations utilize supplier diversity programs to procure goods from diverse groups. These programs, particularly Ford's supplier diversity program, prioritize sourcing from businesses owned by equity-deserving groups, such as women and people with disabilities. The benefits of such programs are significant, fostering innovation, enhancing market opportunities and contributing to a more inclusive society. While Ford's program is tailored to the United States market, it is a best practice, demonstrating how organizational support can foster a successful initiative.[194]

Other best practices include:

> **Linamar**'s Global Supplier Diversity Policy program is a corporate member of the Canadian Aboriginal and Minority Supplier Chain and the National Minority Supplier Development Council.[195] This provides access to a network of diverse suppliers, fosters business growth opportunities, enhances corporate diversity initiatives and strengthens relationships with Indigenous and minority-owned businesses, promoting inclusive economic development.

> **Righteous Gelato** evaluates suppliers based on principles outlined in its Supplier Code of Conduct, emphasizing anti-discrimination, anti-harassment and anti-abuse.[196]

> **Dow Canada** has an Indigenous inclusion policy outlining its commitment to Truth and Reconciliation and its support of Indigenous economic inclusion through purchasing processes for Indigenous suppliers.[197]

***Engaging diverse users in the product design process** ensures that products meet the needs of diverse groups, enhancing customer satisfaction and quality.*

Engaging diverse users in the product design process

Engaging diverse users in the product design process ensures that products meet the needs of diverse groups, enhancing customer satisfaction and quality. Few manufacturing organizations provide details on their inclusive design process, which is surprising given notable issues around the design and production of products (e.g., airbags[198, 199] and voice recognition systems[200]). Some examples:

> **Tayco**, a modern office furniture manufacturer, which incorporates inclusive design in the furniture, catering to people of various body types and physical abilities.[201]

> **Bream's Custom Cabinets** incorporates accessibility criteria into the design of public spaces, ensuring an accessible and inclusive culture for their employees and customers.[202]

Communications

Manufacturers can also embed EDI into their communications and marketing materials. This may include using inclusive language in materials, which is critical in ensuring materials are bias-free. Another way is to spotlight equity-deserving groups within organizations. Highlighting and celebrating the stories of equity-deserving people shows a commitment to equitable and inclusive organizational cultures and can create role models for equity-deserving employees. This is common for manufacturing organizations.

Examples include:

> **Dorigo**, an electronics manufacturer, celebrates diversity in leadership. In 2021, on International Women's Day, Dorigo provided highlights from an interview about how diversity makes their team strong, especially regarding engineering, manufacturing and quality control.[203]

> **PepsiCo Canada** showcases diverse employees' achievements and experiences on their webpage. For example, Maggie discusses her experiences driving for PepsiCo, hoping to inspire future women to engage in the industry.[204]

> **Orange Traffic**, Canada's largest manufacturer of LED traffic signs, spotlighted a woman being promoted to managing director in 2022.[205]

Highlighting and celebrating the stories of equity-deserving people shows a commitment to equitable and inclusive organizational cultures and can create role models for equity-deserving employees.

Accessible customer service policies and training

Finally, manufacturers can ensure respectful and sensitive customer service for diverse customers by adopting accessible customer service policies and training. AGS Automotive Systems complies with Ontario's AODA Accessible Customer Service Standard, providing training that covers Accessibility Standards, the Ontario Human Rights Code and best practices for interacting with persons with disabilities.[206]
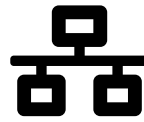
Outreach and expanding the pool

Manufacturers' activities extend beyond their internal operations, and can significantly influence a wider network through outreach, partnerships and supplier relations. Engaging in and pursuing external programs and initiatives with other organizations can create substantial opportunities for equity-deserving groups. Manufacturers can leverage their influence by evaluating suppliers and partners through a diversity and inclusion lens, encouraging them to adopt responsible social and environmental policies. This approach can be supported by implementing a supplier code of conduct. The same principles apply to external partnerships, where organizations can use similar EDI evaluation practices.

Suppliers

Organizations can drive change in the supply chain by using their purchasing power to promote and advance EDI among suppliers. This is a rare but crucial practice in the manufacturing sector, with few organizations publicly highlighting their practices. One exception is Nutrien's Local Aboriginal Context plan, which notes requirements for suppliers to commit to the well-being of Indigenous communities.[207] The rarity of these practices underscores the urgency for more organizations to adopt similar practices.

Connecting with diverse communities and organizations

Manufacturers can connect directly with diverse communities and organizations to understand their needs and provide educational and professional opportunities. This engagement has several implications, such as broadening the talent pool, fostering a more inclusive work environment and offering opportunities for employees to engage in community service.

Upon review of best practices, the following are common among small, medium and large-sized manufacturers, especially in connecting with Indigenous communities:

> **Promation**, an automation manufacturer SME in Ontario, acknowledges, respects and recognizes the importance of working with Indigenous communities. It is a proud Canadian Council for Indigenous Business member and a 'Committed' Company in the Progressive Aboriginal Relations Program.[208]

> **Supreme Steel** is committed to developing relationships with Indigenous Peoples and ensures that communities benefit economically.[209]

> **Suncor** partners with Indigenous communities and businesses through equity-based partnerships and long-term agreements.[210]

Targeted programs for Indigenous Peoples are especially common for oil and gas companies whose work directly affects the livelihood of these communities. These programs underscore an organization's commitment to supporting Indigenous Peoples but also provide Indigenous Peoples with opportunities to build new skills and gain professional experience.

Targeted programs

Targeted programs for Indigenous Peoples are especially common for oil and gas companies whose work directly affects the livelihood of these communities. These programs underscore an organization's commitment to supporting Indigenous Peoples but also provide Indigenous Peoples with opportunities to build new skills and gain professional experience Targeted program examples:

> **Suncor** seeks to improve Indigenous workforce participation and inclusion through partnerships, programs and community engagement, which allows Suncor to attract and retain Indigenous employees. For example, the Indigenous Student Program provides meaningful work experience across its operations to Indigenous post-secondary students.[211]

*There are many examples of Canadian manufacturers **partnering with local communities and/or non-profit organizations to provide opportunities for equity-deserving groups,** including internships, scholarships and other opportunities that promote school-to-work transitions.*

> **Imperial Oil** offers several internships and scholarships to improve the representation of Indigenous Peoples in the sector. Some of their programs include the Cold Lake Indigenous Internship Program, Norman Wells Northern Development Program and the Indigenous Student Employment Program, which offers placement for field operators, plant operators and office administration positions.[212]

Partnerships

Partnerships can also broaden the talent pool. There are many examples of Canadian manufacturers partnering with local communities and/or non-profit organizations to provide opportunities for equity-deserving groups, including internships, scholarships and other opportunities that promote school-to-work transitions. Some notable partnership examples include:

> **Siemens Canada** offers programs that support students and post-secondary graduates, including Siemens Certified Education and Talent Academy (SCETA) and Experience@Siemens.[213] In SCETA, students receive training, mentorship and hands-on industry experience, and graduates are offered full-time employment. Since the program's inception, 80% of graduates have continued working at Siemens in locations worldwide.

> **Nutrien**'s Inclusive Agriculture Initiative supports rural communities and enhances the representation of equity-deserving groups in Agriculture. One component is a pitch competition designed for agriculture-technology entrepreneurs identifying as women, racialized people, Black people, Indigenous Peoples and other groups underrepresented in the sector. Nutrien has awarded $250,000 to two winners.[214]

> **Ford** works with several universities and organizations to grow their diverse tech pipeline, including historically Black colleges and universities, Hispanic-serving institutions, the Society of Women Engineers and the National Society of Black Engineers. Although this resource is focused on the United States, Canada can take inspiration and adopt a similar strategy.[215]

> **IKEA** in France launched a Refugee Skills for Employment program to support and train over 2,500 refugees across the globe. Candidates are incentivized to join the training, with perks such as a two-month salary payment. The program has proven successful, with IKEA retaining 85% of the trainees as full-time employees.[216]

Conclusions & Recommendations

Implementation of EDI strategies, policies and practices offer a promising solution to the talent and labour crisis in Canada's manufacturing sector. By integrating EDI, manufacturers can bridge the skills gaps and tap into a wealth of diverse talent. Research shows that women and other equity-deserving groups in Canada are underrepresented in manufacturing, and manufacturers may not be effectively engaged with EDI strategies across organizational processes or fostering inclusive workplace cultures, leading to talent loss to the sector.

Advancing EDI in manufacturing will require initiatives at the societal, organizational and individual levels.

Societal level

Government agencies, educational institutions, infrastructure departments, funding bodies, legislative bodies, corporate leaders, NGOs, community organizations and media groups can all implement and promote policies, investments and practices to advance EDI at the societal level.

> **Policy impacts**

Government policies, such as immigration, child care, accessibility and human rights, are pivotal in promoting and advancing EDI. More importantly, these policies directly impact individuals and organizational-level practices.

> **Infrastructure and access**

Investments in education, transportation and digital connectivity have an impact on equity-deserving groups' lives and employment outcomes.

> **Financial incentives**

Programs and funding initiatives are crucial in fostering inclusive practices. For example, FedDev Ontario considers EDI a strategic funding priority.

> **Regulatory frameworks**

Legislation, like the Employment Equity Act, and voluntary codes, such as the 50 – 30 Challenge and 30%+ Club, set diversity targets and promote diversity in leadership.

> **Combating stereotypes**

Addressing pervasive stereotypes, such as those that limit women's participation in science, technology, engineering and mathematics fields, is a crucial step toward attracting and training diverse women in men-dominated technical sectors, such as manufacturing.

Organizational level

Manufacturing organizations must adopt comprehensive EDI strategies to address skills gaps and tap into untapped talent pools, ensuring inclusivity and diversity are integrated into every aspect of their strategy for overall effectiveness and growth.

Governance, leadership and strategy

> **Consider EDI in corporate strategy**

Develop strategies that include EDI considerations across all business functions, departments and employment processes, integrating clear goals and measurement frameworks. Ensure that EDI is not a standalone initiative but embedded into the organization's mission, vision and operational strategies.

> **Set the tone from the top**

Solidifying leadership commitment to EDI through communications and organizational cultures is an essential responsibility for each leader. Leaders play a vital role in an organization's EDI journey, taking responsibility for driving change and fostering an inclusive culture.

> **Formalize a board policy and skills matrix**

Establish a board policy that sets clear targets for representation and outlines strategies for identifying and nominating candidates from equity-deserving groups. Board policies and tools like a skills matrix also ensure a transparent and unbiased board member selection process.

> **Set measurable goals for EDI**

It is important to set clear and measurable goals for EDI. These goals provide clear EDI direction and serve as a benchmark for success. Some examples of goals include workforce diversity targets for leadership, EDI training and strategic partnerships with equity-deserving groups.

> **Provide mandatory EDI training for senior leaders**

Senior leaders, including board members and senior managers, should receive EDI training to help them prioritize EDI within the organizational culture.

> **Create a senior role or EDI committee:**[i]

These roles provide transparency and confidence in an organization's EDI initiatives. They also ensure effective implementation and accountability of EDI strategies, practices and processes.

Human resource practices

> **Ensure EDI is considered in job design**

Eliminate unnecessary job requirements, such as educational credentials, that act as barriers for equity-deserving groups.

> **Review job postings for inclusive language**

Ensure job postings use inclusive language, such as gender-neutral terms and avoiding ableist language, to attract diverse candidates.

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i   Equity, diversity and inclusion committees and leaders are common within larger manufacturers. However, smaller organizations may require additional guidance on best practices. The University of British Columbia has created a guide that provides information on how to form these committees.

> **Use statements of reasonable accommodation in job postings**

By doing so, organizations signal their commitment to non-discriminatory practices that support persons with disabilities.

> **Continue to use intentional outreach strategies**

Use recruitment strategies to attract equity-deserving groups, such as women, Indigenous Peoples, Black people, racialized people, members of the 2SLGBTQ+ community and persons with disabilities, among others.

> **Provide EDI training to hiring committees and human resource professionals[ii]**

The training might include topics such as unconscious bias and tools to ensure a fair assessment of candidates' skills and qualifications.

> **Support the advancement of equity-deserving employees**

By providing mentorship, coaching and other forms of professional development, organizations can demonstrate their commitment to supporting the career development of equity-deserving groups.

> **Establish transparent promotion processes**

By ensuring that promotional opportunities and procedures are open and transparent, organizations can instill a sense of fairness and confidence in their employees, fostering an inclusive work environment.

Values and culture

> **Incorporate EDI into policies**

Develop and implement policies, such as a Code of Conduct, Harassment Policy, EDI Policy, Health and Safety Policy and Accessibility Policy to set clear expectations and standards for employee behaviour and organizational culture.

> **Inclusive benefits packages**

These include family-friendly and flexible working arrangements, professional development budgets and mental health and wellness benefits to enhance employee satisfaction and retention.

> **Encourage ERGs to support diverse employees**

These groups will help foster community, inclusion, professional development and advocacy within the organization. They also provide a platform for employees to share their experiences, offer support and advocate for change.

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ii Although evidence of best practices in bias-free hiring practices is limited in the manufacturing sector, organizations have developed toolkits to help organizations across various sectors improve their selection process. For example, Hire for Talent provides a toolkit for employers to conduct interviews with persons with disabilities, including guides on etiquette, the selection process, and inclusive interview practices to help organizations assess candidates fairly.

Ensure social activities, events, and celebrations are inclusive, equitable, and accessible[iii]

This should be a key aspect of planning to ensure all employees feel included, respected and valued.

> **Highlight the stories and achievements of equity-deserving employees**

  This practice fosters an inclusive organizational culture and provides role models for other equity-deserving employees.

> **Adopt an accessible customer service policy**

  This policy accommodates all customers, including people with disabilities. It should also outline requirements for staff training on accessibility standards, the Ontario Human Rights Code and other relevant best practices for interacting with persons with disabilities.

Measurement and tracking of equity, diversity and inclusion

> **Establish metrics and benchmarks**

  Implement systems to track workforce representation across identity groups at different organizational levels to identify progress and gaps.

> **Develop EDI KPIs**

  This might include achieving gender balance in leadership, closing gender pay gaps, maintaining high levels of inclusion among employees and tracking supplier diversity spending with equity-deserving vendors.

> **Ensure privacy and confidentiality when collecting self-identification data[iv]**

  Employee surveys are important; however, ensure privacy and confidentiality concerns are addressed when collecting demographic information, especially in smaller organizations.

> **Use employee engagement surveys**

  These surveys are not just a tool for assessing belonging and engagement but also a means of understanding the experiences of equity-deserving groups.

> **Foster a culture of transparency**

  Regularly reporting on EDI metrics and progress is a testament to an organization's commitment to continuous EDI improvement. This transparency reassures various stakeholders, including employees, leaders and investors, while demonstrating accountability and commitment toward EDI.

iii We found few manufacturing organizations that consider accessibility and EDI when planning events and celebrations. The University of British Columbia provides guidelines and best practices to ensure inclusive event planning.

iv Toronto Metropolitan University provides best practices to ensure that privacy and confidentiality are considered in the data collection process.

Diversity across the value chain

> **Establish supplier diversity programs**

Organizations should prioritize sourcing goods from organizations owned by equity-deserving groups. By doing so, organizations can commit to more equitable acquisition and distribution of resources and opportunities.

> **Develop a supplier code of conduct**

This will allow organizations to evaluate suppliers based on EDI principles, such as anti-discrimination and anti-harassment policies, as well as other responsible social and environmental policies

> **Incorporate inclusive design principles[v]**

By embracing inclusive design, organizations can ensure that the needs of equity-deserving groups are not just met but valued and considered in the design of new products.

> **Incorporate EDI into communications**

Ensure communications and marketing materials use inclusive language to avoid bias.

Outreach and expanding the pool

> **Find diverse partners**

Emphasize the value of diversity when selecting external partners. Engage in outreach, seeking organizations led by or focused on equity-deserving groups. Consider potential partners' EDI policies in the evaluation process.

> **Engage with diverse suppliers**

Collaborate with diverse supplier councils to identify and work with qualified vendors from equity-deserving groups. This approach broadens the pool of suppliers and brings innovative solutions, further fostering an inclusive organizational culture.

> **Foster a diverse talent pipeline**

Partner with organizations to create impactful employment initiatives for equity-deserving groups, such as internships, scholarships and school-to-work transition programs.

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v   Best practices in this space are few and far between; however, several organizations provide toolkits to help advance inclusive design, including OCAD University and Unilever.

Individual level

Building capacity and investing in education to support the entry and advancement of equity-deserving groups is crucial. Equally essential is ensuring that all employees possess the necessary knowledge, skills and behaviours to foster an inclusive work environment.

> **Learning more about opportunities**

Providing information about diverse career paths empowers individuals to make informed decisions, inspiring confidence and motivation to explore new fields.[217]

> **Sourcing diverse disciplines**

Sourcing talent from diverse academic backgrounds, particularly from underrepresented populations, provides access to varied resources and networks, supporting educational and professional journeys.[218]

> **Supporting women in engineering and trades**

Initiatives supporting women in these fields break down gender stereotypes, offer mentorship and provide role models, aiding career navigation.[219]

> **Enhancing entry-level opportunities**

Accessible entry-level positions ensure fair starting points and often include training and development, building essential skills early in careers.[220]

> **Work-integrated learning**

Co-ops and internships provide hands-on experience and build professional networks, increasing competitiveness in the job market.[221]

> **Advancement and coaching**

Coaching and professional development programs enhance skills and support career advancement, offering personalized guidance.[222]

> **EDI training**

This training equips individuals to address workplace diversity issues, recognize and challenge discrimination and foster an inclusive environment, promoting empathy and respect for diverse perspectives.[223]

> **Unconscious bias training**

This training helps individuals recognize and address implicit biases, fostering an inclusive environment and equitable decision-making.[224]

> **Leadership training**

Diversity-focused training prepares individuals to lead diverse teams effectively, promoting inclusive environments and equal opportunity for advancement.[225]

Appendix A: Diversity Assessment Tool Questions

TABLE A

Diversity Assessment Tool questions

Question #	Question
	Governance
DAT Q 1	What types of diversity are represented in the organization's Board of Directors, to your knowledge?
DAT Q 2	Does the organization have a strategy to identify, recruit, and nominate diverse Board members, including women and/or non-binary people, Indigenous Peoples, persons living with disabilities, racialized people, and those identifying as 2SLGBTQ+?
DAT Q 3	Does the organization have a Board Policy stating that the organization will identify and nominate women and diverse candidates including Indigenous Peoples, persons living with disabilities, racialized people and those identifying as LGBTQ2S+?
DAT Q 4	Are there term and tenure limits to renew the composition of the Board of Directors?
DAT Q 5	What types of diversity are represented in the organization's Senior Management Team, to your knowledge?
DAT Q 6	Does the organization have a strategy and skills matrix to identify and recruit a diverse senior management team, including women and/or non-binary people, Indigenous Peoples, persons living with disabilities, racialized people, and those identifying as 2SLGBTQ+?
DAT Q 7	Do board members and senior leaders proactively communicate the importance of diversity?
DAT Q 8	Is there a diversity and inclusion committee or a senior leader (someone with organizational authority) responsible for advancing EDI?
DAT Q 9	If you have organizational goals, are they tied to equity, diversity and inclusion? (Organizational goals can include sales targets, hiring targets, and improving customer service, etc.)?
DAT Q 10	If your organization has a mission/vision/purpose statement, does that statement include equity, diversity and inclusion themes?
DAT Q 11	Does your organization understand and communicate the value of equity, diversity, and inclusion for organizational performance?

Question #	Question
	Human Resource Processes
DAT Q 12	Does the organization have a strategy to recruit under-represented peoples?
DAT Q 13	Do job postings encourage members of under-represented groups to apply?
DAT Q 14	Do job postings provide a statement of reasonable accommodation? A statement of reasonable accommodation expresses an organization's commitment to non-discriminatory employment for persons living with disabilities, and informs applicants that they may request reasonable accommodations in the job application or hiring process.
DAT Q 15	Does the organization review job postings to ensure that the required qualifications fit the demands of the job?
DAT Q 16	Are job postings formally reviewed using external guides and/or tools to ensure that the language is inclusive for diverse and underrepresented groups?
DAT Q 17	Do you have standardized pay levels based on skills and experience and are these available to candidates in the hiring process?
DAT Q 18	During the candidate selection process, is there diversity in the selection committee?
DAT Q 19	Does the interview process to hire new employees include any steps to avoid bias?
DAT Q 20	Do the people with decision-making powers in candidate selection and recruitment receive equity, diversity, and inclusion training?
DAT Q 21	Do all employees receive training on equity, diversity, and inclusion?
DAT Q 22	Do all managers and leaders receive training on equity, diversity, and inclusion?
DAT Q 23	Are there performance evaluation systems?
DAT Q 24	Are opportunities for promotion clearly described and shared with all employees?
DAT Q 25	Does your organization have career planning systems in place for all employees?
DAT Q 26	Which of the following best describes mentorship and coaching opportunities in your organization?
DAT Q 27	Are there professional developmental opportunities for high-potential employees in the organization?
DAT Q 28	Are gender and diversity considerations included in exit/separation interviews?
	Culture
DAT Q 29	Does the organization have an Equity, Diversity, and Inclusion policy?
DAT Q 30	Does the organization have a Harassment and Abuse prevention policy?
DAT Q 31	Does the organization have a Workplace Safety policy?
DAT Q 32	Does the organization have a Code of Conduct and Ethics policy?
DAT Q 33	Does the organization have an Accessibility policy?
DAT Q 34	Does the organization provide a "safe space" free of discrimination for diverse peoples?
DAT Q 35	Are there employee resource groups or other networks to support women and diverse groups?
DAT Q 36	Are diverse needs considered when planning social events and celebrations (e.g., consider religion, ethnicity, and culture when planning food, music, holiday celebrations, etc.)?

Question #	Question
DAT Q 37	Does the organization provide flexible working arrangements, such as working from home or flexible hours?
DAT Q 38	Does the organization allow for family-friendly working arrangements? (For example, extended parental leave, family emergency days, elder care, etc.)
DAT Q 39	Are expectations of employee workloads communicated to the employee?
DAT Q 40	Do employees have access to mental health counselling to help manage stress?
Measurement and Tracking EDI	
DAT Q 41	Are there anonymous employee engagement surveys?
DAT Q 42	Is your organization aware of the sensitivities involved with collecting self-reported demographic data in employee engagement surveys?
DAT Q 43	Are there explicit diversity goals for employees from underrepresented groups in management positions?
DAT Q 44	Are there Key Performance Indicators (KPIs) directly related to equity, diversity and inclusion?
DAT Q 45	Are equal pay audits conducted to ensure equal pay for work of equal value?
Diversity across the Value Chain	
DAT Q 46	Is diversity considered in purchasing decisions? (e.g., supplier diversity programs)
DAT Q 47	Are diverse audiences included in research and development of products and services?
DAT Q 48	Is diversity considered in the design of products and services?
DAT Q 49	Is accessibility considered in the design of products and services?
DAT Q 50	Does the organization incorporate the principles of equity, diversity and inclusion in its marketing programs including messages, images and channels?
DAT Q 51	Does the organization ensure that stereotypes about diverse groups are not included in marketing and communications materials?
DAT Q 52	Does the organization profile under-represented people to highlight their skills, achievements, and contributions?
DAT Q 53	Does customer/client service receive training to respond to diverse customer/client needs (e.g., people living with disabilities)?
Outreach and Expanding the Pool	
DAT Q 54	Is the organization connected to diverse supplier councils for purchasing decisions (e.g., Canadian Aboriginal and Minority Supplier Council)?
DAT Q 55	Has diversity and inclusion been considered for outreach, assessment and selection of external partners?
DAT Q 56	With external partners, does the organization work on projects to improve representation of under-represented people in the sector?
DAT Q 57	Do the organization's communications materials express its commitment to diversity and inclusion to key stakeholders (e.g., suppliers, clients, partners, educational institutions)?

Appendix B: List of Best Practices

TABLE B

List of best practices in companies in the manufacturing and other sectors

Sectors	Resource	Initiatives and/or Activities
Governance		
Manufacturing	Ballard Power Systems - Corporate Governance Policy	Ballard Power System has a Corporate Governance Policy.
Manufacturing	Linamar - Diversity Board Policy	Linamar's Diversity Board Policy outlines its goal of achieving 50% women and 30% members of designated groups on their board of directors (i.e., women, racialized people, Indigenous Peoples and persons with disabilities).
Manufacturing	Bombardier - Board Diversity Strategy	Bombardier adopted a strategy for a diverse Board of Directors. The Corporate Governance and Nominating Committee seeks candidates from outside Board member networks and may use a search firm. The Committee will consider candidates from a variety of cultural backgrounds and will aim to consider the representation of women and the representation of candidates from other designated groups.
Mining, quarrying oil and gas extraction; manufacturing	Suncor - Board Diversity Policy	Suncor's Diversity Policy ensures that the Board should include people from diverse backgrounds, including gender, racialized status, Indigenous status and persons with disabilities, in addition to the diversity of stakeholder perspectives and experience. Suncor will periodically review Board diversity to ensure that there is adequate representation. Suncor's Board of Directors will aim for at least 30% gender diversity.
Manufacturing	Grupo Bimbo - Global Diversity and Inclusion Policy	Bimbo's global diversity and inclusion policy showcases their commitment to EDI by providing definitions, roles and responsibilities of senior leaders and human resource departments and general guidelines for expected behaviour.

Sectors	Resource	Initiatives and/or Activities
Manufacturing	Danone - Building the Future with Danone Employees Report	On p. 174 of Danone's *Building Future with Danone Employees Report*, they provide a matrix on the breakdown of women in senior leadership, including directors, senior management and other managers.
Manufacturing	Bombardier - Management Diversity Strategy	Bombardier values diversity for its management team. The organization has an appointment process for executive officers, which considers the representation of women and designated groups (i.e., Indigenous Peoples, racialized people and persons with disabilities).
Mining, quarrying, and oil and gas extraction; manufacturing	Novagold Resources - Management Information Circular 2023	Novagold Resource circular showcases a demographic diversity matrix (p. 103), a skills matrix that outlines the range of tenure, with minimum and maximums (p. 103), and a skills and experience matrix (p. 103).
Manufacturing	Maple Leaf Foods - Leadership Values	Maple Leaf Foods demonstrates a top-down commitment to diversity and inclusion by including it as a value in its Leadership Values. Under "Diverse and Inclusive Teams," Maple Leaf Foods writes that they will build an inclusive workplace and embrace all forms of diversity.
Manufacturing	Bombardier - Leadership Communication of EDI	Bombardier's CEO, Eric Martel, communicates the importance of EDI for the organization and discusses the importance of a safe and inclusive workplace without discrimination and racism.
Manufacturing	General Electric - Inclusion and Diversity Page	GE has a Chief Diversity Officer. The website contains short videos on their passion for creating a more diverse and inclusive workforce.
Manufacturing	Southwire Company - Senior Leadership Communication	Southwire Company's CEO and DEI officer communicate the importance of EDI in the organization, sending a clear message internally and externally.
Manufacturing	Dow - CEO Commitment to Diversity	Dow has a Chief Inclusion Officer, Alveda Williams, who is dedicated to creating an environment where all employees feel safe and respected.
Manufacturing	Siemens Canada - Chief Diversity Officer	Siemens Canada has a Chief Diversity Officer responsible for EDI programs and working groups, demonstrating its commitment to EDI.
Manufacturing	Dow - DEI Strategy	Dow recognizes the value of EDI for long-term business success, so Dow has a documented EDI strategy integrated into its long-term business prospects. Dow's EDI strategy takes a holistic approach to integrating EDI, ranging from objectives in governance, suppliers and reputation to community. Dow's vision: "By 2025, Dow is a global leader in valuing inclusion, workforce diversity and fairness for all."
Manufacturing	Magna International - 3 key D&I priorities	Magna International has three EDI priorities: building awareness, creating an inclusive workplace and creating strategic partnerships.

Sectors	Resource	Initiatives and/or Activities
Manufacturing	Maple Leaf Foods - Diversity and Inclusion Blueprint	Maple Leaf Foods has a strategic plan to advance EDI, which includes four pillars: (1) drive accountability to represent the communities we serve, (2) align our people practices to our values, (3) facilitate deep listening and nurture curiosity, and (4) foster cultural change that creates broad engagement.
Manufacturing	Canfor - Diversity in Business Strategy	Canfor recognizes the importance of EDI as a key part of the organizational strategy, especially for human resource capacity.
Manufacturing	Bombardier EDI Mission and Vision	Bombardier has a vision and a mission related to EDI. Their vision calls for an inclusive workplace and a diverse workforce, and their mission statement calls for a work environment where employees feel connected to the organization, empowered, respected and valued.
Manufacturing	Canfor - Values	Canfor includes diversity and inclusion as one of their organizational values, writing that they "foster a diverse workforce that is inclusive, productive and respectful at all times."
Manufacturing	Martinrea International - Mission/Vision/ Guiding Principles	Focused on entrepreneurship, lean manufacturing principles and the Golden Rule philosophy, Martinrea believes in dignity and respect for its people, communities, customers and investors. "We value diversity and inclusion because it makes us a better company."
Manufacturing	Xtended Hydraulics and Machine - Company Profile and Career Webpage	Xtended Hydraulics and Machine is an Indigenous-owned private company and a Certified Aboriginal Business with the CCAB. Over 50% of staff are Indigenous, and there is a management gender policy of 50:50 men/women. The organization also promotes job training and professional development for Indigenous employees.
Manufacturing	Dow - EDI Vision and Objectives	Dow has several objectives to achieve their vision of being a leader in inclusion, which touches on governance, talent, suppliers and customers.
Mining, quarrying, and oil and gas extraction; manufacturing	Canadian Natural - Case for Diversity	In Canadian Natural's Diversity Policy Statement, they make a case for the benefits of diversity. This includes new perspectives and ideas, better human resources contributing to the organization and preventing biased thinking. Canadian Natural also makes a case for a diverse Board of Directors, who can provide diverse thinking for better decision-making.

Sectors	Resource	Initiatives and/or Activities
Human Resource Processes		
Manufacturing	AGS Automotive Systems - Recruitment that benefits the company and community	AGS' recruitment efforts include partnering with Michigan Staffing, a local temporary staffing agency, to employ Iraqi refugees.
Manufacturing	First Aid & Survival Technologies Limited - Our Practices	In partnership with MOSAIC and the British Columbia Alliance for Manufacturing, FAST is a proud employer of new Canadians, providing them with the opportunity to integrate into their new country while boosting jobs and economic growth at the same time. They also partner with Semiahmoo House Society to build bridges for people with disabilities, allowing them to gain valuable employment experience.
Manufacturing	PepsiCo - Partnerships to Support People with Disabilities	PepsiCo partners with Disability Solutions @Ability Beyond to attract, hire and retain employees with disabilities and provide managers with disability inclusion training.
Manufacturing	Bombardier - Job Posting EDI Statement	Bombardier writes that they are an equal opportunity employer and encourage people of diverse identities to apply. This includes many identity characteristics, including "race, religion, ethnicity, gender identity, sexual orientation, age immigration status, disability or other applicable legally protected characteristics."
Wholesale trade; manufacturing	Nutrien - Job Posting EDI Statement	Nutrien affirms its commitment to diversity and inclusion in job postings, writing that it is an equal-opportunity employer and will evaluate candidates fairly without regard to identity characteristics.
Manufacturing	Hörmann - About Our Company	This website states that Hörmann supports an inclusive, barrier-free recruitment and selection process. It also invites those requiring accommodations to contact HR to ensure an equitable hiring process.
Manufacturing	Canfor - Candidate Selection EDI Training	Canfor's hiring managers receive mandatory diversity and inclusion training if they are involved in interviewing and selecting candidates. This training is provided to achieve a competency-based, bias-free hiring process.
Manufacturing	PepsiCo - Hiring People with Disabilities	PepsiCo partners with Disability Solutions @Ability Beyond to help attract, hire and retain people with disabilities and provides managers with disability inclusion training. In 2022, PepsiCo reported hiring 348 people with disabilities.
Manufacturing	Canfor - EDI Training	Canfor offers EDI training to all its employees and encourages EDI training completion in the first four months of employee tenure. Canfor also has an additional Indigenous cultural awareness training program for employees. The goal for both training programs is a 95% completion rate among employees.

Sectors	Resource	Initiatives and/or Activities
Wholesale trade; manufacturing	Nutrien - Diverse and Inclusive Recruitment	Nutrien has a recruitment strategy to attract diverse candidates. Nutrien recruiters are trained to consider inclusion in recruitment, and Nutrien provides inclusive interview training kits. Nutrien also goes to where diverse applicants are as a part of their recruitment strategy by hosting career events.
Manufacturing	PepsiCo - Training and Development Programs	PepsiCo Canada offers training and development programs to increase employees' skills. Some of their programs include global leadership and management programs, future-ready workforce and functional skills. They also offer their U.S.-based employees with a debt free education program.
Manufacturing	Danone Global - EDI Training and Other Educational Initiatives	Danone Global has extensive training, including an e-learning program on human rights. By the end of 2020, over 3,500 employees had completed the training. Other forms of training include Campus X in 2019, which provides leadership and functional training, learning weeks, learning-by-doing opportunities, among others. Danone Global's efforts have led to 98,105 employees completing at least one training, totaling over 2.5 million training hours.
Manufacturing	Ford - Inclusive Leadership Training	Ford has a leadership program that trains people for leadership in the organization. Ford also has an Inclusive Leader Certification Experience, which marks certified inclusive People Leaders. Additional training opportunities like Men as Allies workshops are available to spur male allyship.
Manufacturing	Bombardier - Leadership Training	Bombardier has embedded EDI content in leadership training modules and has other training, like unconscious bias webinars for managers.
Manufacturing	BlackLine Safety - Talent Development	BlackLine Safety offers EDI education and training and collaborates with organizations like the Canadian Centre for Diversity and Inclusion to provide flexible learning opportunities that accommodate employees' schedules and preferences
Mining, quarrying, and oil and gas extraction; manufacturing	Imperial Oil - Indigenous awareness education	Imperial offers Indigenous awareness courses so that Imperial employees can improve their understanding of Indigenous Peoples and communities.
Mining, quarrying, and oil and gas extraction; manufacturing	Suncor - Indigenous Mentorship Program	Suncor offers an Indigenous Mentorship program that connects Indigenous employees with mentors. It intends to support career coaching while providing reverse mentoring for mentors to increase their knowledge of Indigenous cultures and experiences.
Manufacturing	Ford - MentorMe	In 2016, Ford partnered with the Michigan Minority Supplier Development Council to launch a corporate mentorship program, MentorMe, to support minority-owned companies.
Manufacturing	Canada Malting - Company benefits	Canada Malting encourages promotion from within, with development plans to help employees reach their full potential.

Sectors	Resource	Initiatives and/or Activities
Manufacturing	Bombardier - Touchpoints	Bombardier completed competency-based performance evaluations twice a year to help employees define their goals and objectives.
Manufacturing	Siemens Canada - GO Program	The Siemens GO program offers employee participants leadership and problem-solving training, which can lead to promotions. The program tracks the participation of women in the program.
Manufacturing	Startech - Employees and EDI Initiatives in Human Resource	Startech offers a Women in Leadership Initiative -- "a program focused on empowering female leaders and encouraging greater gender diversity in leadership."
Manufacturing	PepsiCo - Training and Development Programs	PepsiCo has training and development programs to increase employees' managerial, digital and functional (e.g., supply chain, marketing) skills. In 2023, PepsiCo reported employees spending over 1.5 million hours learning through digital platforms.
Manufacturing	Linamar - Careers - Professional Development	Linamar provides leadership and training opportunities, including long-term leadership programs within the company (2-5 years) to build a strong talent core from within. Other programs include the Linamar Entrepreneurial Advancement Program (LEAP), the Linamar Leadership Development Program (LLDP) and the Linamar Advanced Manufacturing Program (LAMP).
Mining, quarrying, and oil and gas extraction; manufacturing	Imperial Oil - Career Development Program	Imperial Oil provides a comprehensive career development program involving various initiatives: early career programs, mentorship programs, training through external and self-study options, educational refund, networking and performance feedback.
Manufacturing	Maple Leaf Foods - Empowering Women Leaders	Maple Leaf Foods offers a Women in Leadership program with Western University's Ivey School of Business to help empower women to take the relevant steps to take leadership positions. It is an intensive week-long program.
	Culture	
Manufacturing	Grupo Bimbo - Diversity and Inclusion Policy	Grupo Bimbo's Diversity and Inclusion policy.
Manufacturing	Ballard Power Systems - Diversity and Inclusion policy	Ballard Power Systems' Diversity and Inclusion policy.
Manufacturing	Blackline Safety - Code of Business Conduct and Ethics	Blackline Safety's Code and Business Conduct and Ethics.
Manufacturing	Ballard Power Systems - Code of Ethics policy	Ballard Power Systems' Code of Ethics policy.

Sectors	Resource	Initiatives and/or Activities
Manufacturing	PyroGenesis Canada - Code of Business Conduct and Ethics	PyroGenesis Canada's code of business conduct and ethics covers several policies related to governance and culture. It reviews directorial guidelines, code of conduct, business ethics and practices and work environment policies. Work environment policies include EDI, health and safety, discrimination and harassment, equal opportunity and human rights.
Manufacturing	Fellfab Limited - Accessibility Policy	FELLFAB Limited's Accessibility policy outlines completed initiatives and targets and actions to meet the standards.
Manufacturing	Pliteq - Accessibility Policy	Pilteq's Accessibility Policy and Multi-year Accessibility Plan.
Manufacturing	Gincor Werx - Accessibility Plan	Gincor Wrex's Accessibility Plan.
Manufacturing	Avnan - AODA Policy	Avnan's Accessibility Policy.
Manufacturing	Canada Tubeform - Accessibility Statement	Canada Tubeform's Accessibility Policy.
Manufacturing	Canada Rubber Group - Accessibility Policy	Canada Rubber Group's Accessibility Policy and Multi-Year Accessibility Plan.
Manufacturing	Righteous Gelato - Belong Commitment 3.0	Righteous Gelato makes a detailed commitment to nondiscrimination and anti-racism in their commitment to diversity and inclusion in their organizational culture.
Manufacturing	BASF - Employee Resource and Development Groups	BASF offers 13 Employee Resource Groups and Employee Development Groups.
Manufacturing	Danone Canada - Employee Resource Groups	Danone Canada has several ERGs supporting equity-deserving groups. In 2021, Danone's Black, Indigenous, and People of Colour Leadership Group engaged in discussion to develop actions to support the Black and Asian communities.
Manufacturing	Maple Leaf Foods - Employee Resource Groups	Maple Leaf Foods has six ERGs for employees to advance diversity and inclusion in the organization, including ERGs focused on persons with disabilities, sustainability, mental health, 2SLGBTQ+ team members and multiculturalism.
Manufacturing	Stanley Black & Decker - Employee Resource Groups	Stanley Black & Decker has nine ERGs, with 75+ chapters globally.
Manufacturing	Siemans Diversity in Observances	Siemens Canada has employee-driven events to celebrate diversity for dates like Black History Month, International Women's Day, National Indigenous History Month, Pride Month and more. Siemens also has an annual DEI observances calendar to bring attention to diverse celebrations.
Manufacturing	Carbon Cure - Flexible Work policy	Carbon Cure enlists various details regarding fun and flexible work life.

Sectors	Resource	Initiatives and/or Activities
Manufacturing	SubC Imaging - Employment Perks	At SubC Imaging, employees are empowered to create their ideal work environment (home, office, hybrid). Employees can plan their schedules with flexible working hours to ensure work-life balance.
Manufacturing	SmartSweets - Careers	SmartSweets explicitly commits to diversity and inclusion and encourages employees to be allies and support diverse communities.
Manufacturing	Motion Composites - Benefits and Other Cool Things	Motion Composites offers various benefits to their staff, including group insurance, health/well-being memberships, flexible work schedules, ongoing training, a community garden, etc.
Manufacturing	Employment Perks	In addition to the standard health benefits, Mysa offers: training and development allowance; health and wellness allowance; flexible work schedule (remote, on-site, hybrid), flexible work hours; maternal/parental leave top-up; extended vacation; employee recognition.
Manufacturing	Zaber Technologies - Hire for Life	This website highlights Zaber Technologies' inclusive hiring philosophies, company culture and employee insights.
Manufacturing	Groupe Meloche - Job Benefits	Groupe Meloche offers you the opportunity to have a flexible work schedule to your liking, to work from home in the comfort of your living room, to have a compressed work week and many special days off for various types of events.
Manufacturing	Southwire Company - Dedicated Spaces for Moms and workplace flexibility	Southwire Company offers dedicated spaces for nursing mothers, including lactation rooms for breastfeeding mothers.
Manufacturing	Danone Global - Parental Policy	Danone Global has a parental policy that applies to primary and secondary caregivers and includes a section on flexible working schedules.
Manufacturing	Keirton - A Word About Mental Health - Social Impact Statement	A website that contains Keirton's statement on the core values and team culture. Their statement emphasizes that mental well-being is paramount to a comfortable work environment. They have been working with CMHA since 2019 and are advocates for mental health and the Not Myself Today initiative. They have mental-health ambassadors to help team members actively and with resources. The CEO serves as an advocate and leads sessions on mental health and well-being, and acknowledges his challenges with mental health and the workplace.
Manufacturing	Bimbo Canada - Mental Health and Wellbeing	Bimbo Canada provides employees with training on mental health and wellbeing, including the Health Minds program aimed at destigmatizing mental health.

Sectors	Resource	Initiatives and/or Activities
Manufacturing	Maple Leaf Foods - Mental Health and Well-being	Maple Leaf Foods is committed to mental health and well-being. The organization has partnered with the Centre for Addiction and Mental Health on its "You Are Not Alone!" initiative. The initiative aims to provide effective support, stop the stigma about mental health, provide training and education about mental health (with an 88% training completion rate) and provide employee accommodation.
	Measurement and Tracking EDI	
Manufacturing	Southwire Company - Employee Engagement	The Southwire Company measures the progress of EDI with their Living Well Engagement Survey, which measures diversity, non-discrimination, inclusion and overall EDI and tracks progress over time.
Manufacturing	Ballard Power Systems - Employee Engagement Survey	Ballard Power Systems uses Employee Engagement Surveys.
Manufacturing	Dow - Workforce Tracking and Pay Equity.	Dow measures workforce demographics. They measure global workforce demographics by gender participation on numerous levels of seniority (non-management to executives). Dow also measures U.S. workforce demographics by race and ethnicity, measuring various categories like Hispanic/Latino, Black/African-American, Asian, two or more races, etc. Dow has also measured pay equity for over 25 years, tracking pay equity between men and women and ethnic minorities and non-minorities.
Manufacturing	Canfor - EDI KPIs	Canfor has KPIs related to diversity and inclusion and measures progress on KPIs year-by-year. Diversity and inclusion goals cover a broad spectrum, including representation in leadership, the completion rate of EDI training and supplier diversity spending with Indigenous vendors.
Manufacturing	Maple Leaf Foods - EDI KPIs	Maple Leaf Foods has several KPIs related to their diversity and inclusion goals, which they track year-by-year for progress.
Manufacturing	Danone - Integrated Annual Report 2022	Danone's Integrated Annual Report showcases their Gender and Inclusion KPIs (see page 25).
	Diversity Across the Value Chain	
Manufacturing	Ford - Supplier Diversity Program	Ford has a Supplier Diversity Development Office with a Head of Supplier Diversity & Inclusion. Their supplier diversity program focuses on sourcing from businesses owned by groups like people with disabilities and women. While their program is focused on the US context, it is a best practice that shows how organizational support can lead to a successful program.
Manufacturing	Linamar - Supplier Diversity Policy and Supplier Scorecard	Linamar has a global supplier diversity policy and supplier scorecard.

Sectors	Resource	Initiatives and/or Activities
Manufacturing	Dow Canada - Indigenous Inclusion Policy	Dow Canada has an Indigenous inclusion policy outlining their commitment to Truth and Reconciliation, as well as how they support Indigenous economic inclusion through purchasing processes for Indigenous suppliers.
Manufacturing	Righteous Gelato - Supplier Diversity Policy	Righteous Gelato has a Supplier Code of Conduct that evaluates suppliers based on a set of principles. One of the principles is Anti-Discrimination, Anti-Harassment and Abuse, where Righteous Gelato states that the supplier will not discriminate against employees and that they must commit to a workplace free of abuse and harassment.
Manufacturing	Bimbo Canada - Sustainability	Infographic on how Bimbo Canada supports human rights and labour standards
Manufacturing	Tayco - Designed for Everybody: Exploring Inclusivity in Furniture Design	This blog post by Tayco outlines the company's philosophy for inclusive furniture design, including considerations for designing for people of different body types and physical abilities.
Manufacturing	Braam's Custom Cabinets - Procurement	Braam's Custom Cabinets incorporates accessibility criteria for designing public spaces.
Manufacturing	Watson Gloves - Employee achievements highlights	Watson Gloves showcases employee achievement and milestones.
Manufacturing	Dorigo - Celebrating Leadership Diversity	Dorigo uses spotlights to celebrate leadership diversity.
Manufacturing	Orange Traffic - Appointment of Managing Director	Spotlight of a woman at Orange Traffic being promoted to senior management.
Manufacturing	Siemens Canada - Highlighting Women in Technology	Siemens Canada highlights the stories of women in technology working for the organization.
Manufacturing	PepsiCo Canada - Spotlighting Women	PepsiCo Canada showcases diverse employees achievements and experiences on their webpage. For example, Maggie discusses her experiences driving for PepsiCo, hoping to inspire future generations of women to engage in the industry.
Manufacturing	AGS Automotive Systems - Multi-Year Accessibility Plan	AGS has a Multi-Year Accessibility Plan, which outlines training requirements.
Manufacturing	Bimbo Canada - Accessibility	Bimbo Canada is committed to accessibility. This website highlights this commitment with notes about customer service, training and employment.

Sectors	Resource	Initiatives and/or Activities
		Outreach and Expanding the Pool
Manufacturing	Promation - Indigenous Relations Commitment	Promation takes pride in creating an environment that embraces diversity, recognizing the value of multicultural backgrounds and perspectives. Driving Indigenous content into its business is vital to the future sustainability of Indigenous communities. They acknowledge, respect and recognize the importance of working with Indigenous communities. They are also committed to engaging and fostering meaningful and mutually beneficial partnerships with First Nations, Métis and Inuit communities through a four-pillar approach. Promation is a proud member of the Canadian Council for Aboriginal Business (CCAB) and a 'Committed' Company in the Progressive Aboriginal Relations (PAR) Program.
Wholesale trade; manufacturing	Nutrien - Suppliers Evaluated on Programs for Indigenous Community	Nutrien evaluates suppliers based on their "Local Aboriginal Content" (LAC) plan, which articulates supplier commitments to Indigenous communities. By doing so, Nutrien requires its suppliers to think about and contribute to the well-being of Indigenous communities.
Mining, quarrying, and oil and gas extraction; manufacturing	Suncor - Indigenous Equity Partnerships and Agreements	Examples of Suncor's partnerships and agreements with Indigenous communities.
Manufacturing	Linamar - Supplier Diversity Policy and Supplier Scorecard	Linamar has a global supplier diversity policy and supplier scorecard.
Manufacturing	Magna International - Partnerships for Next Gen Talent	Magna International engages in many partnerships to improve representation in STEM. These partnerships include Build a Dream, Centre for Automotive Diversity, Inclusion & Advancement (CADIA), National Society of Black Engineers (NSBE), Society of Hispanic Professional Engineers, Women in Manufacturing and more.
Manufacturing	Supreme Steel - Indigenous Relations	Supreme Steel is committed to developing relationships with Indigenous Peoples and ensures that communities benefit economically.
Manufacturing	Siemens Canada - Student Outreach	Siemens Canada has many programs for developing students and post-secondary graduates. For example, SCETA (Siemens Certified Education and Talent Academy) and Experience@ Siemens offer participants an opportunity to transition into full-time work at Siemens.
Manufacturing	Siemens Canada - Diversity in Partnerships	Siemens Canada has partnerships with organizations focused on advancing inclusion. They are a partner on the 50 - 30 Challenge and a member of the Coalition of Innovation Leaders Against Racism (CILAR) and ONYX.
Manufacturing	Motion Composites - Community Outreach/ testimonials	Motion Composites uses testimonials to highlight the achievements of persons with disabilities.

Sectors	Resource	Initiatives and/or Activities
Manufacturing	IKEA - Refugee Skills for Employment Program	IKEA launched a Refugee Skills for Employment program. This program aims to train 2500 refugees across the globe. Candidates are also offered incentives such as a two-month salary payment.
Mining, quarrying, and oil and gas extraction; manufacturing	Suncor - Indigenous Student Internship	Suncor partners with CAREERS to offer internships to Indigenous Grade 10-12 students in Alberta.
Mining, quarrying, and oil and gas extraction; manufacturing	Imperial Oil - Internships and scholarships	Imperial Oil offers a range of internships and scholarships. For example, its internship programs aim to support Indigenous Peoples interested in working in the oil industry.
Mining, quarrying, and oil and gas extraction; manufacturing	Imperial Oil - Indigenous Talent Development	Imperial Oil supports Indigenous youth in STEM, from elementary school students up to post-secondary. The organization does this through partnerships and programs, supporting Actua, an organization engaging with Indigenous students through hands-on learning.
Manufacturing	Ford - University Partnerships	Ford works with several universities and organizations to grow their diverse tech pipeline, including historically Black colleges and universities, Hispanic serving institutions, the Society of Women Engineers and the National Society of Black Engineers. Although this resource is focused on the United States, Canada can take inspiration and adopt a similar strategy.
Wholesale trade; manufacturing	Nutrien	Nutrien's Inclusive Agriculture Initiative supports rural communities and enhances the representation of equity-deserving groups in Agriculture. One component is a pitch competition designed for agriculture-technology entrepreneurs who identify as women, racialized people, Black people, Indigenous Peoples and other groups underrepresented in the sector. Nutrien has awarded $250,000 to two winners.

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