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Welcome to the **third edition** of "*Med* EDI". Our goal is to raise awareness of the importance of working in an environment that is Equitable, Diverse and Inclusive and giving each of us the opportunity to understand the benefits from both professional and personal points of view. Through our own growth the Faculty grows too. In this quarterly edition, we place the spotlight on how to build inclusive organizations through five concrete actions.

We look forward to hearing from you so don't hesitate to contact us at amessage@uottawa.ca as we develop this new platform.

What does Equity, Diversity and Inclusion mean?

Equity refers to the fair and respectful treatment of all people. This means that we do everything we can to identify and eliminate unfair biases, stereotypes or barriers.

Diversity in the workplace is having representation across our teams of people with a variety of thoughts, skills, world views, and experiences. **Inclusion** is making sure people are accepted as they are, appreciated for what they bring to the table and their differences are recognized as an advantage. Diversity without inclusion is worthless. You may have the most diverse workforce but lack the policies and/or practices to allow everyone to be included or lack the paths for all employees to grow to all levels of the organization.

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Building an inclusive organization

Becoming a truly inclusive organization requires courage. An organization must choose to fundamentally change their culture—their way of acting and being. A truly inclusive organization is grounded in an inclusive culture where all employees connect, belong, and grow.

What is an inclusive organization?

The terms **diversity** and **inclusion** are often used interchangeably. However, research, clearly shows there is an important distinction between the two.

Diversity can be defined as the variety of people and ideas within an organization. Easily identifiable physical attributes or traits often feature prominently in discussions of diversity, such as age, gender and gender identity, race and ethnicity. However, less visible, or even invisible, traits may also comprise an individual's diversity. These can include educational or professional background, income, and life experiences.

Inclusion, on the other hand, is about creating an environment in which all individuals feel valued and connected, regardless of their differences. An inclusive environment is one where individuals feel comfortable bringing their authentic and full selves—their ideas, backgrounds, perspectives—to work.
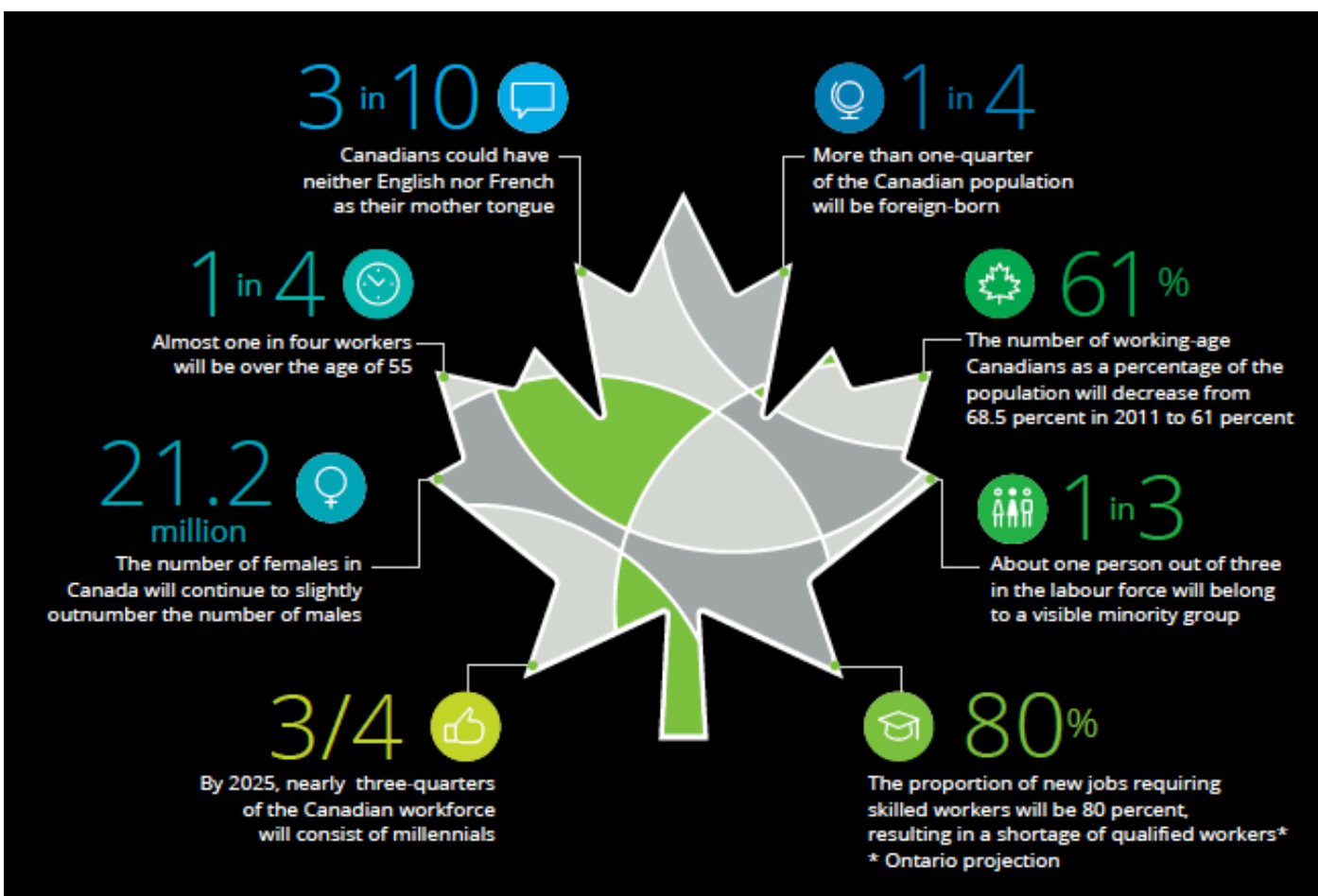
The difference between **diversity** and **inclusion** means that a diverse organization is not necessarily an inclusive one. Diversity is a fact. It involves counting the differences between employees. *Inclusion is a deliberate choice an organization makes to instill a culture that unites people, regardless of their background, across its workforce*. Diversity is a means to achieving inclusion, but diversity alone is not enough.

"When we listen and celebrate what is both common and different, we become a wiser, more inclusive, and better organization." *Pat Wadors*

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While an inclusive culture is at the core of an inclusive organization, it is leaders and employees united under a shared purpose who bring that inclusive culture to life, not leaders acting on their own. Over the coming decades, Canada's workforce will undergo a demographic sea change, becoming even more diverse than it is today.

3 in 10
Canadians could have neither English nor French as their mother tongue

1 in 4
More than one-quarter of the Canadian population will be foreign-born

1 in 4
Almost one in four workers will be over the age of 55

61%
The number of working-age Canadians as a percentage of the population will decrease from 68.5 percent in 2011 to 61 percent

21.2 million
The number of females in Canada will continue to slightly outnumber the number of males

1 in 3
About one person out of three in the labour force will belong to a visible minority group

3/4
By 2025, nearly three-quarters of the Canadian workforce will consist of millennials

80%
The proportion of new jobs requiring skilled workers will be 80 percent, resulting in a shortage of qualified workers*
* Ontario projection

Source: Deloitte analysis based on data from Statistics Canada.

"If you hire only those people you understand, the company will never get people better than you are. Always remember that you often find outstanding people among those you don't particularly like." *Soichiro Honda*

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Five actions to help build inclusion in an organization

#1 Set expectations for specific, inclusive behaviors for leaders

Develop a common understanding throughout your organization of the expected traits of inclusive leadership in order to set expectations for inclusive behaviors. The behaviors of leaders will ultimately drive more inclusive cultures where all people feel a sense of belonging.

- **Set the vision** of what success looks like and communicate that inclusion is a top priority for you and the organization.

- **Walk the talk** by living the values of inclusion and diversity at and outside work daily. Don't shy away from discussing and confronting unconscious bias and exclusive behaviors, even when those may be undertaken by leaders themselves.

- **Make all leaders accountable** by recognizing inclusive behavior in the moment and through compensation; use performance reviews as an opportunity to discuss inclusion expectations and challenges candidly, but don't solely rely on them.

"A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone." *Sundar Pichai*

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#2 Protect against a diversity backlash

Capturing and elevating the diverse perspectives, experiences, and potential of people is a precursor to enjoying the benefits of an inclusive organization. It requires a focus on the individual, not the group, and tailoring an individual's development to help them succeed. Leaders must cascade the belief throughout their organization that each member of the team must help others to grow and succeed as individuals. This means actively celebrating how the rich diversity of talent within the organization strengthens everyone and creates a culture that will not accept behaviors associated with 'diversity backlash'.

- **Avoid tokenism** and its effects by ensuring a larger, more diverse slate of candidates when hiring and promoting; actively ready a pipeline of multiple qualified candidates from under-represented groups for leadership roles by tailoring development to meet their individual needs.

- **Support traditionally under-represented groups** in high-status leadership roles, to help them be comfortable in their roles and more likely to support others.

- **Embrace positive conflict and dialogue** to harness the diverse perspectives of employees; be open to debate and challenge.

"We fundamentally believe that we will make better business decisions if we have diversity in thinking ... and that requires equal gender participation." *Jonas Prising*

Five actions to help build inclusion in an organization

#3 Empower the 'Inclusion Generation' to prepare for the future of work

Make use of 'millennial thinking' to create the desired future of work in your business and your industry, and to foster greater diversity and inclusion. Being agile and sustainably competitive during the fourth industrial revolution will require all ideas on the table.

- **Achieve a deep understanding** of each of your people, their leadership aspirations, and unique strengths, and provide real, creative support for their individual life circumstances and backgrounds.

- **Let employees have a voice** in the future of their work; provide them with the flexibility to work how they want.

- **Engage all employees** in a process to rethink what diversity and inclusion mean for your company, your industry, and our country in the face of technological disruption and the future of work.

"The point isn't to get people to accept that they have biases, but to get them to see [for themselves] that those biases have negative consequences for others." *Theresa McHenry*

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#4 Don't leave future inclusion issues to future generations to solve

Be critical of your organization's current processes and systems to manage and develop talent. Eliminate practices that have unwittingly perpetuated bias in the past.

- **Hire based on cultural contribution**, not ill-defined cultural fit.

- **Use tech tools** that are readily available today to help remove bias from all stages of your organization's talent recruitment process.

- **Evaluate performance on inclusion dynamically**, not episodically; don't treat inclusion performance like sales targets and profit margins, a mere metric that can be measured and rated in an annual performance review.

"Don't tolerate me as different. Accept me as part of the spectrum of normalcy" *Ann Northrop*

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Five actions to help build inclusion in an organization

#5 Own inclusion inside and outside the office

Take a more public role in championing and creating more open, diverse, and inclusive communities—and be a driving force for the good of society, not just shareholders. The company, as well as individual employees, must own and live inclusion.

- **Exercise your voice** to stand up for inclusion on an ongoing basis, not only in reaction to specific events, whether tragic (e.g., Quebec City mosque shooting) or positive (e.g., Pride Month or International Women's Day).

- **Stand up for inclusion** to clients, suppliers, and your network when they demonstrate exclusive or biased behaviors; use these moments as opportunities to open up candid conversations about your inclusive values.

- **Share lessons learned** with other leaders and organizations. Don't be afraid to talk about lessons learned by speaking candidly about what is working and what isn't. Allow others to learn from you.

"Prejudice is a burden that confuses the past, threatens the future and renders the present inaccessible." *Maya Angelou*

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Game: Gender Diversity in the Workplace

Answer the following questions correctly to enter a draw to win an EDI prize. Your answers must be email to amessage@uottawa.ca before July 31st 2020 – Good luck!

1.   **What does the acronym EDI means?**

2.   **What is Gender Disphoria?**

3.   **Which pronoun could you use to describe a person that does not identify as a male nor female?**

4.   **What could be a possible replacement for Mr., Mrs., and Ms. when a person prefers to be gender neutral?**

5.   **When will take place our next Gender Diversity in the Workplace training call "Eliminating Gender Based Barriers in the Workplace and Affirming Trans Clients and Co-workers"?**

6.   **Name the first transgender mayor elected in Canada and its location.**

7.   **What will be a way to show an email recipient that you are an advocate of Gender Diversity in the Workplace (hint: check any email sent from amessage@uottawa.ca)?**

Previous edition game winner: Congratulations to Evin Sezer-Hepcanli who won the first edition of "Med EDI" game. Evin received a copy of the book "Lean In" by Sheryl Sandberg

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Upcoming Observances: May 2020

Asian Heritage Awareness Month:
Acknowledges the long and rich history of Asian Canadians and their contributions to Canada.

Speech and Hearing Awareness Month:
Promotes awareness of early detection and prevention of communication disorders and seeks to increase the public's sensitivity to the challenges faced by individuals experiencing them.

May 1: Vappu Day – Finland
Street carnival; this is one of the many versions of Labour Day celebrations across the globe.

May 3: World Press Freedom Day – United Nations
Marked by the UNESCO with an international conference on media and press freedom.

May 7: Wesak – Buddhism
Buddhists celebrate the birthday of Buddha – dates vary between early April and late May.

May 10: Mother's Day – incl. United States, Canada, most of Europe, China
Go as far back as ancient Greek culture, where it was a spring festival dedicated to Rhea, the mother of the gods.

May 18: Victoria Day – Canada
Queen Victoria's birthday was declared a holiday in 1845; the U.K. celebrates it in June.

May 18: National Patriots' Day – Quebec
Officially commemorates the patriots of Lower Canada who struggled for democratic institutions in the early 19th century; formerly known as Fête de Dollard.

May 21: World Day for Cultural Diversity for Dialogue and Development – United Nations
To increase understanding of the values of Cultural Diversity; to move from Diversity to Pluralism.

May 24: Eid al Fitr – Islam
End of Ramadan; three-day Islamic celebration marking the end of Ramadan; festival of thanksgiving to God for commemorating the month of Ramadan.

May 29: Shavuot – Judaism
Celebration of Moses' descent from Mount Sinai with the Ten Commandments.

May 31: Pentecost – Eastern Orthodox
God the Holy Spirit came to the disciples in the form of tongues of fire and rushing wind. This is a traditional day for baptism and confirmation.

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Upcoming Observances: June 2020

Gay and Lesbian Pride Month:
Celebrates the lives and achievements of the GLBT community.

June 12-14: Red Earth Fair – North American Indigenous
Over 100 Native tribes from the U.S. and Canada gather in downtown Oklahoma City to share and participate in their rich and diverse heritage.

June 21: Father's Day – incl. Canada, United States
Honors the contribution of fathers to the family unit.

June 20: World Refugee Day – United Nations
Designated by the U.N. High Commissioner for Refugees in 2000.

June 21: National Indigenous Peoples Day – Canada
Established in 1996, this day provides an opportunity to learn more about the diverse Canadian Indigenous cultural heritage.

June 24: St. Jean Baptiste Day – France, Quebec
He is the patron saint of French-Canadians; a provincial holiday in Quebec.

June 25: Dragon Boat Festival – China, Hong Kong, Taiwan
Honors the poet Chu Yuan, who drowned himself in protest of social injustice in 277 B.C. Dragon Boat races are held in Canada throughout June and July.

June 27: Multiculturalism Day – Canada
Day of learning more about the contributions that various communities make to Canadian society and to celebrate Canada's richness and diversity.

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Upcoming Observances: July 2020

July 1: Canada Day – Canada
Formerly known as Dominion Day because on July 1, 1867 the British North America Act proclaimed, "one Dominion under the name of Canada".

July 4: Independence Day – United States
In 1776 the 13 colonies proclaimed their separation from England and formed the United States of America.

July 6: Dalai Lama's Birthday – Tibet, Buddhism
Born in 1935, Tenzin Gyatso was recognized at the age of two as the reincarnation of the Dalai Lama; he accepted the Nobel Peace Prize for his work on global human rights in 1989.

July 9: Martyrdom of the Bab – Baha'i
Ali Mohammed, the Forerunner of Bahá'u'lláh, and Prophet-Founder of the Babi Faith (Bahá'í Faith), was executed in 1850 by Persian political and religious powers; observed by abstaining from commerce and work.

July 11: World Population Day – United Nations
The United Nations Population Fund dedicates a specific theme every year.

July 14: Bastille Day – France
This day commemorates the storming of the Bastille prison in 1789, which led to the end of the monarchy.

July 31: Eid-ul-Adha – Islam
In remembrance of Abraham and the sacrificial offering of his son Ishmael. Meat is given to the poor.