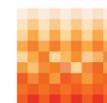


Resources to improve workplace inclusion and diversity

November 2017

Compiled by



Canada Media Fund
Fonds des médias du Canada

Name	Location	Language	Type of resource	Description
Regional				
Territories				
Pinnguaq http://pinnguaq.com/teach/	Nunavut	E	Community Organization, Training	<ul style="list-style-type: none"> Teaches youth in Nunavut how to use computers and code
Western Provinces				
A Manager's Guide to Reasonable Accommodation http://www2.gov.bc.ca/assets/gov/careers/for-hiring-managers/resources-for-hiring-managers/a_managers_guide_to_reasonable_accommodation_2016.pdf	British Columbia	E	Tools	<ul style="list-style-type: none"> A guide addressing discrimination and accommodation in the context of employment by the Public Service Agency of British Columbia
Inclusion BC http://www.inclusionbc.org/	British Columbia	F	Community Organization, Training	<ul style="list-style-type: none"> Inclusion BC is a provincial federation whose members include people with developmental disabilities, families and community agencies. It offers and focuses on advocacy support, education and training, network support, systems change, and public awareness
Inter-Cultural Association of Greater Victoria (BC) http://www.icavictoria.org/community/diversity-training/	Victoria, British Columbia	E	Community Organization, Training	<ul style="list-style-type: none"> Offers a variety of fee-for-service educational workshops and training seminars covering a range of topics related to multiculturalism, diversity awareness, immigration and human rights in the workplace and community
SEED (Supporting Employers Embracing Diversity) http://www.embracediversity.ca/	British Columbia	E	Resources, Tools	<ul style="list-style-type: none"> A comprehensive and ongoing approach to enhancing cultural diversity within the workplace Using an innovative ROI (Recruitment, Orientation, and Inclusion) framework Providing tips and strategies for resolving diversity issues at all stages of employment Supporting collaboration between management, HR and employees
StepUp BC https://www.stepupbc.ca/develop-your-non-profit-recruitment-and-hiring/aboriginal-employees-overview#.WcvXF8jyD6	British Columbia	E	Tools, Resources	<ul style="list-style-type: none"> Hiring Aboriginal employees: an overview Tools and information about hiring and retaining Aboriginal employees (for non-profit organizations, but interesting for all organizations)

Name	Location	Language	Type of resource	Description
SEED (Supporting Employers Embracing Diversity) http://www.embracediversity.ca/	British Columbia	E	Resources, Tools	<ul style="list-style-type: none"> • A comprehensive and ongoing approach to enhancing cultural diversity within the workplace • Using an innovative ROI (Recruitment, Orientation, and Inclusion) framework • Providing tips and strategies for resolving diversity issues at all stages of employment • Supporting collaboration between management, HR and employees
StepUp BC https://www.stepupbc.ca/develop-your-non-profit-recruitment-and-hiring/hiring-aboriginal-employees-overview#.WcvXF8jyD6	British Columbia	E	Tools, Resources	<ul style="list-style-type: none"> • Hiring Aboriginal employees: an overview • Tools and information about hiring and retaining Aboriginal employees (for non-profit organizations, but interesting for all organizations)
Ada's Team https://adasteam.wordpress.com/	Alberta	E	Community Organization	<ul style="list-style-type: none"> • A group of students at the University of Alberta dedicated to promoting diversity in computing, games, and technology
Diversity and Inclusion in the Workplace https://work.alberta.ca/immigration/diversity-and-inclusion-in-the-workplace.html	Alberta	E	Tools	<ul style="list-style-type: none"> • Developed by Alberta Labour, this free online interactive tool to help employers bring workplace diversity and inclusion to their organizations
Talent Pool http://www.talentpoolhub.com/	Alberta	E	Resources	<ul style="list-style-type: none"> • A not-for-profit organization that provides Alberta and Canadian businesses with information, resources and links to pools of talent that are often overlooked: youth, mature workers, immigrants, Aboriginal people, women and people with disabilities
The Calgary Congress for Equity & Diversity in the Arts (CCEDA) http://www.calgaryartsequity.org/	Calgary, Alberta	E	Community Organization	<ul style="list-style-type: none"> • A collective effort of diverse artists to recognize, celebrate and enhance the capacity of Calgary artists, companies and stakeholders to increase equity and diversity in the arts
The Multicultural Council of Saskatchewan (MCoS) http://mcos.ca/	Saskatchewan	E	Community Organization, Training	<ul style="list-style-type: none"> • A provincial not-for-profit, non-governmental agency that works to ensure ethnocultural survival, strength and prominence and fosters opportunities for cross-cultural interaction • Organizes events and anti-racism facilitator training, among other things
Diversity Essentials https://www.diversityessentials.com/	Winnipeg, Manitoba	E	Training	<ul style="list-style-type: none"> • Specialists who provide competency training on LGBTQ2+ awareness, sexual health, intersectionality and social equity issues for groups
Manitoba Start http://www.manitobastart.com/	Manitoba	E	Tools, Resources	<ul style="list-style-type: none"> • It connects business to a world-class workforce and is the leading provider of career development services for newcomers to the province • It addresses employers' recruitment needs by connecting business to the highly skilled and job-ready newcomers who move to Manitoba • Customized tools and resources to retain a diverse workforce and create inclusive workplaces
Workplace Education Manitoba http://wem.mb.ca/	Manitoba	E	Training	<ul style="list-style-type: none"> • Offers a Managing Diverse Work Teams certificate program and online courses

Name	Location	Language	Type of resource	Description
Ontario				
Bhasin Consulting http://bhasinconsulting.com/home/e-learning/	Toronto, Ontario	E	Consultants, Training	<ul style="list-style-type: none"> E-learning modules on cultural competence, inclusive recruitment and leadership and development Offers consulting services on diversity and inclusion and other leadership issues
Change Dezin Consulting http://changedezign.com	Toronto, Ontario	E	Consultants	<ul style="list-style-type: none"> Offers diversity and inclusion consulting and research services Program design and evaluation Leadership coaching in cultural competency
Dames Making Games https://dmg.to	Toronto, Ontario	E	Consultants, Community Organization, Training	<ul style="list-style-type: none"> Workshops, meetups, game jams, intensive programs to help women to make games Consulting, policy development, speaking
Diversipro http://www.diversipro.com	Toronto, Ontario	E	Consultants, Training	<ul style="list-style-type: none"> Diversity and intercultural competence consulting services Workshops
Diversity Solutions http://www.diversitysolutions.net	Toronto, Ontario	E	Consultants, Training	<ul style="list-style-type: none"> Workshops on diversity and inclusion, anti-oppression techniques E-learning Consulting
Every1Games http://every1games.ca	Toronto, Ontario Niagara, Ontario	E	Training	<ul style="list-style-type: none"> Provides training for neurodivergent youth to transition to life after high school, including game development workshops to help them succeed in post-secondary media programs
Gammaspace https://bentomiso.com	Toronto, Ontario,	E	Community Organization	<ul style="list-style-type: none"> Co-working space for those who make, play and talk about video games Events and workshops to advance skills and knowledge Aims to be a women/queer/trans-positive, diverse and physically accessible space
Girl Force http://www.girlforce.ca	Ottawa, Ontario	E	Training	<ul style="list-style-type: none"> Teaches game development to girls, women and non-binary folk

Name	Location	Language	Type of resource	Description
Graybridge Malkham http://graybridgemalkam.com	Ottawa, Ontario	E	Consultants, Training	<ul style="list-style-type: none"> Workshops and training on topics such as unconscious bias, positive and respectful workplace, intercultural awareness Research and consulting
Inclusive HR Toolkit, Work in Culture http://www.workinculture.ca/Inclusion-in-the-Creative-Workplace	Ontario	E	Tools	<ul style="list-style-type: none"> The Toolkit, created for non-profit arts and culture institutions, contains a lot of useful information
Kaleidoscopic http://www.ksopic.ca/diversity-inclusion	Toronto, Ontario	E	Training	<ul style="list-style-type: none"> Self-assessment tool, workshops on diversity and inclusion topics, leadership topics
London Economic Development Corporation (LEDC) http://www.ledc.com	London, Ontario	E	Training	<ul style="list-style-type: none"> Hosts a series of workshops for small and medium sized companies on issues such as recruitment strategies, performance and communications Digital creative is a target sector
Mozilla Hive Toronto, Ontario, Ontario Learning Network http://hiveToronto.org	Toronto, Ontario	E	Training	<ul style="list-style-type: none"> Provides hands-on learning opportunities in digital media and digital literacy for youth, in partnership with educators and community-based youth organizations
Native Canadian Centre of Toronto, Ontario http://ncct.on.ca/indigenous-cultural-competency-training/	Toronto, Ontario	E	Training	<ul style="list-style-type: none"> Indigenous Cultural Competency Training
The 519 http://www.the519.org/education-training	Toronto, Ontario	E	Training	<ul style="list-style-type: none"> Workshops and training on creating LGBTQ-inclusive and trans-inclusive work environments
TXDL (Techsdale) http://techsdale.ca	Rexdale, Ontario	E	Community Organization, Training	<ul style="list-style-type: none"> Workshops to help underprivileged youth develop coding skills
Women in Technology, Communitech https://www.communitech.ca/how-we-help/talent/women-in-technology-2/	Kitchener, Ontario	E	Community Organization, Training	<ul style="list-style-type: none"> With funding from Status of Women Canada, developed programming to bring more women into leadership positions in technology

Name	Location	Language	Type of resource	Description
Québec				
Aboriginal Territories in Cyberspace (AbTeC) http://www.abtec.org/	Montréal, Québec	E	Community Organization, Training	<ul style="list-style-type: none"> As a partnership of universities and community organizations based at Concordia University, it offers workshops, residencies, symposia, and archives to identify and implement methods by which Indigenous people can use new media technologies to complement aboriginal cultures
Bureau d'intégration des nouveaux arrivants à Montréal (BINAM) http://ville.montreal.qc.ca/portal/page?_pageid=8258,142693401&_dad=portal&_schema=PORTAL	Montréal, Québec	F	Resources	<ul style="list-style-type: none"> Orientation and integration of newcomers, requests for proposals for projects to foster inclusion of immigrant workers
Cadre de référence en matière de gestion de la diversité ethnoculturelle en entreprise http://diversite.gouv.qc.ca/doc/Cadre_Reference_Diversite.pdf	Québec	F	Tools	<ul style="list-style-type: none"> Guide for business services staff in the Québec government departments engaged with economic development and employment. Contains a lot of interesting information and useful arguments in favour of diversity
CHRA (Ordre des conseillers en ressources humaines agréés)	Québec	F	Resources	<ul style="list-style-type: none"> Special dossier on managing diversity, immigration and integration Another special dossier focuses on integrating people with disabilities into the workplace
Commission des droits de la personne et des droits de la jeunesse http://www.cdpdj.qc.ca/en/droits-de-la-personne/responsabilites-employeurs/Pages/accommodement.aspx	Québec	E/F	Resources, Tools	<ul style="list-style-type: none"> Articles, videos and studies on diversity
DeGama https://www.degama.ca/index.php	Montréal, Québec	F	Community Organization, Training	<ul style="list-style-type: none"> Solidarity cooperative whose objective is to foster integration of newcomers to Québec, it offers workplace training on intercultural and diversity management
Diversité artistique Montréal (DAM) http://www.diversiteartistique.org/en/	Montréal, Québec	F	Community Organization	<ul style="list-style-type: none"> Promotes cultural diversity in arts and culture by fostering the recognition and inclusion of all artists and artistic practices in Montreal's professional networks & cultural institutions
Emploi Nexus Montréal http://www.emploiexus.com/en/	Montréal, Québec	F	Consultants, Resources	<ul style="list-style-type: none"> From BINAM, the organization that works to integrate newcomers to Montreal, the project offers an array of business consulting services to support the hiring of immigrant professionals
Emploi Québec – Employment Integration Programs http://www.emploiuebec.gouv.qc.ca/en/citizens/starting-a-new-job/employment-integration-programs/	Québec	E/F	Resources	<ul style="list-style-type: none"> Financial assistance programs for hiring immigrants, visible minorities, and people with disabilities
Entreprises Québec: Gérer une équipe multiculturelle https://www2.gouv.qc.ca/entreprises/portail/quebec/infosite?x=3169424730	Québec	F	Resources, Training	<ul style="list-style-type: none"> The site lists resources and programs for helping businesses manage cultural diversity

Name	Location	Language	Type of resource	Description
Information guide: “Intégrer les personnes trans en milieu de travail” https://www.fondationemergence.org/guide-dinformation-integrer-les-personnes-trans-en-milieu-de-travail/	Québec	F	Tools	<ul style="list-style-type: none"> The guide on including transgender people in the workplace was developed by Fondation Émergence, in partnership with Aide au Trans du Québec; it gives employers the tools they need for a non-transphobic workplace
Guide pratique de la gestion de la diversité interculturelle en emploi – 2005 http://www.emploiquebec.gouv.qc.ca/uploads/tx_fceqpubform/06_emp_guidediversite.pdf	Québec	F	Tools	<ul style="list-style-type: none"> Cutting-edge practices from businesses that have successfully—and profitably—incorporated diversity management
Lesbians Who Tech Montréal https://lesbianswhotech.org/events/city/montreal/	Montréal, Québec	E	Community Organization	<ul style="list-style-type: none"> Community of queer women in or around technology
Employment integration– directory of Montréal resources and initiatives http://www.travailimmigrants.com/	Montréal, Québec	F	Resources	<ul style="list-style-type: none"> Two sections: one for organizations and employers, the other for job seekers
Queer Tech Montréal https://medium.com/queertech-montreal	Montréal, Québec	E	Community Organization	<ul style="list-style-type: none"> Community advocacy group for gender, sex and sexual minority (LGBTQ) professionals in the technology sector with a focus on advocacy, activities (hackathons), mentorship, etc.)
Directory of intercultural and cultural diversity trainings http://www.csmota.qc.ca/csmota_fichiers/files/Repertoire%20des%20formations%20en%20interculturel%20et%20en%20diversite%20culturelle.pdf	Québec	F	Community Organization, Consultants, Training	<ul style="list-style-type: none"> Directory of consultants, businesses, associations and organizations, public, parapublic and union organizations, teaching institutions
Startup Mosaic http://www.startupmosaic.com/	Montréal, Québec	E	Community Organization	<ul style="list-style-type: none"> This non-profit organization dedicated to the success of Montreal startup entrepreneurs and showcases startups pioneered by minorities (background, gender, race, etc.)
Table of best practices based on the L.I.R.E. model (intercultural hiring and retention logic) http://www.emploiexus.com/wp-content/uploads/2017/09/Grille-LIRE-D%C3%A9finitive-1.xls	Montréal, Québec	F	Tools	<ul style="list-style-type: none"> Developed for Emploi Nexus in Montreal Five-step model based on the study “Logique interculturelle de rétention et d’embauche – L.I.R.E.” (intercultural hiring and retention logic)
TECHNOCompétences http://www.technocompetences.qc.ca/immigration	Québec	F	Resources, Tools	<ul style="list-style-type: none"> Best practices in the hiring, orientation and integration of foreign trained professionals (PFÉ)
Un monde de talents Conseil emploi métropole (Montréal) http://emploi-metropole.org/un-monde-de-talents	Montréal, Québec	E	Resources, Tools	<ul style="list-style-type: none"> A range of tools and concrete resources pertaining to diversity: advice on hiring immigrant workers, managing a multicultural business, and ideas to facilitate retention, etc.

Name	Location	Language	Type of resource	Description
Atlantic Provinces				
Cultural Competency Training: Creating Inclusive Workplaces and Communities http://www.nb-mc.ca/ciwc/	New Brunswick	E/F	Training	<ul style="list-style-type: none"> The workshops inform and engage individuals on cultural differences and how to become “culturally dexterous” The workshop was developed for employers, community organizations and educational institutions as well as individuals who have an interest in learning how to become more culturally aware
New Brunswick Employer Support Service (NBESS) http://www.employersupport.nb.ca/index.asp	New Brunswick	E/F	Consultants, Resources, Training,	<ul style="list-style-type: none"> NBESS supports employers across New Brunswick with the hiring of persons with various types of disabilities, and advancing diversity in the workplace
Diversity Training Workshop http://www.gov.pe.ca/psc/index.php?number=1055089&lang=E	Prince Edward Island	E	Training	<ul style="list-style-type: none"> The PEI Public Service Commission provides diversity awareness training programs to employees for understanding diversity in workplace
The PEI HR Toolkit http://www.peihrtoolkit.ca/	Prince Edward Island	E/F	Resources	<ul style="list-style-type: none"> Guides, suggestions, and links to financial programs and support services Examples of effective practices and policies to help create and manage inclusive workplaces and support the successful integration of new workers with diverse backgrounds
Autism in the Workplace Training http://www.autismnovascotia.ca/employer-training	Nova Scotia	E	Training	<ul style="list-style-type: none"> Autism Nova Scotia offers employers Autism in the Workplace training sessions
Immigrant Services Association of Nova Scotia http://www.isans.ca/employer-support/	Nova Scotia	E	Community Organization, Resources, Training	<ul style="list-style-type: none"> The Workplace Culture Program helps Nova Scotian employers by raising awareness of the benefits of cross-cultural talents and experience, identifying methods by which an organization can improve its cross-cultural competence and improving the ability to retain immigrant employees Offers tools and training to meet your human resource needs by connecting you to potential employees
Association for New Canadians: Diversity Training http://www.ancnl.ca/?Content=Diversity_Training	St. John’s, Newfoundland	E/F	Training	<ul style="list-style-type: none"> The Association offers diversity training workshops to businesses, community organizations, schools, government departments, and other interested groups The key goal of the Diversity Training Initiative is to increase cross-cultural awareness and understanding while promoting the importance of welcoming communities in attracting and retaining immigrants
Women in Resource Development Corporation (WRDC) http://wrdc.ca/about/	St. John’s, Newfoundland	E	Community Organization, Training	<ul style="list-style-type: none"> A provincial non-profit organization committed to increasing women’s participation in trades and technology

Name	Location	Language	Type of resource	Description
National				
Canadian Centre for Diversity and Inclusion (“CCDI”) http://ccdi.ca	Canada	E/F	Consultants, Resources, Training	<ul style="list-style-type: none"> Offers a number of services including: consulting services, in-person workshops across the country, webinars, commissioned research CCDI has developed case studies, toolkits, reports, blog posts and articles, which are freely available on their website. In particular, note the 20-page Toolkit for Developing a Diversity and Inclusion Strategy They work with Centennial College (Ontario) to offer a Certificate in Leadership and Inclusion
Egon Zender http://www.egonzehnder.com	Toronto (ON) Montréal (QC) Calgary (AL)	E	Training, Resources	<ul style="list-style-type: none"> Programs and information in support of welcoming and integration foreign-trained IT professionals
Equity, Diversity and Inclusion: Best Practices for Recruitment, Hiring and Retention http://www.chairs-chaires.gc.ca/program-programme/equity-equite/best_practices-pratiques_exemplaires-eng.aspx	Canada	E/F	Tools	<ul style="list-style-type: none"> Web page of the Canada Research Chairs that includes best practices for promoting equity, diversity and inclusion at each stage of planning for, recruiting, hiring and retaining diverse faculty
Employment equity and human rights https://canadabusiness.ca/government/regulations/regulated-business-activities/human-resources-regulations/employment-equity-and-human-rights/	Canada	E/F	Resources	<ul style="list-style-type: none"> Government of Canada site that lists employers’ obligations with respect to employment equity and human rights
Pride at Work Canada http://prideatwork.ca/	Canada	E/A	Consultants, Tools, Training	<ul style="list-style-type: none"> National organization that strives to empower employers to foster workplace cultures that recognize LGBT employees as an important part of a diverse and effective workforce Evaluation, training and consulting services to help Canadian employers create safer, more inclusive workplaces, optimize employee potential, and remove the barriers to employment facing Canada’s LGBT community
Indigenous Works https://indigenousworks.ca/en	Canada	E	Community Organization	<ul style="list-style-type: none"> A non-profit national social enterprise that works with companies and organizations to strengthen their performance and results in Indigenous employment, workplace engagement and inclusion
Information and Communications Technology Council (ICTC) http://wit.ictc-ctic.ca/diversity-inclusion-readiness-scale/	Canada	E	Tools, Training	<ul style="list-style-type: none"> Self-assessment grid to identify a company’s position on diversity and inclusion, and readiness to move to the next stage Note: also, a Readiness Quiz, which is focused on gender balance

Name	Location	Language	Type of resource	Description
Ladies Learning Code http://ladieslearningcode.com	Canada	E/F	Resources, Training, Community Organization	<ul style="list-style-type: none"> Non-profit organization mandated to be the leading resource for women and youth who want to be passionate tech consumers and builders by learning technical skills in a practical, social and collaborative way. Program and events offered in more than 30 cities across Canada.
RBC – Diversity & Inclusion http://www.rbc.com/diversity/index.html	Canada	E/F	Resources	<ul style="list-style-type: none"> RBC website devoted to diversity (articles, reports and studies, etc.)
Ready Willing and Able http://readywillingable.ca	Canada	E	Training, Resources	<ul style="list-style-type: none"> Free resource hub, available on demand, providing the know-how and resources to support businesses in hiring employees with an intellectual disability or autism spectrum disorder. Offers introductory level courses on a variety of topics on inclusive employment.
Support for trans employees: A guide for employees and managers https://www.tpsgc-pwgsc.gc.ca/apropos-about/guide-et-te-eng.html	Canada	E/F	Tools	<ul style="list-style-type: none"> Produced by Public Services and Procurement Canada in collaboration with the Pride at Work network Real life examples, roles and responsibilities of managers and employees
Technovation http://technovationchallenge.org/	Canada	E/F	Training	<ul style="list-style-type: none"> The Technovation program, an international mobile app creation competition, aims to develop technology and entrepreneurship skills in girls aged 10 to 18

Name	Location	Language	Type of resource	Description
International				
Project Include http://projectinclude.org	United States	E	Community Organization, Tools	<ul style="list-style-type: none"> Group of tech women in the U.S. aimed at improving the diversity of the tech start up community through sharing best practices Crafted set of customizable recommendations for CEOs
Global Diversity and Inclusion Benchmarks (GDIB) http://diversitycollegium.org/downloadgdib.php	United States	E	Resources, Tools	<ul style="list-style-type: none"> The GDIB is a set of benchmarks that can be used to assess how diverse and inclusive an organization is and give some guidance for next steps. It has been developed with the assistance of diversity and inclusion professionals from around the world and is regularly updated While the full document is 80 pages with 266 benchmarks in 14 categories, a one-page sample of best practices can be found here: http://www.diversitycollegium.org/GDIB_Benchmarks_Sampler_031816.pdf Note that the GDIB was developed primarily for larger companies but can still provide guidance for small to medium sized companies
Matter https://www.matterapp.io	United States	E	Tools	<ul style="list-style-type: none"> A Diversity Dashboard app to provide insights and graphs to track and improve of diversity and inclusion in a company
Structured Interview Questions: Tips and Examples for Hiring https://resources.workable.com/tutorial/structured-interview-questions-guide	Worldwide	E	Resources, Tools	<ul style="list-style-type: none"> Help to prevent unconscious bias in the hiring process, i.e. evaluating candidates based on gender, race, physical attractiveness or, most commonly, how similar the candidate is to the interviewer
Textio https://textio.com	United States	E	Tools	<ul style="list-style-type: none"> Augmented writing platform that analyzes job ads, compares them to those in their database and recommends how to improve them to increase qualified applicants and remove hidden gender biases
True Colours https://truecolorsintl.com/about-us/what-is-true-colors/	Worldwide	E	Tools, Training	<ul style="list-style-type: none"> Assess people on one of four communication styles to de-personalize interactions as an inclusivity tool
World Education Services http://www.wes.org/employers/prescreening.asp	Canada and United States	E	Tools	<ul style="list-style-type: none"> Free Degree Equivalency Tool to assess internationally educated applicant's degree

Interesting reading

In English

Employing a Diverse Workforce: Making It Work, Alberta Employment and Immigration (<https://www.albertacanada.com/files/albertacanada/employdiverse.pdf>)

The Guide to Gender Diversity in Employment. A project of the Atlantic Ministers Responsible for the Status of Women, designed for employers, managers and human resource personnel that provides a straightforward framework for identifying and taking action on a gender diversity strategy for the workplace. <http://www.exec.gov.nl.ca/exec/wpo/genderbased/equitableemploy.pdf>

Wanted – A Way With Words in Recruitment Ads, by Jane Wild, *Financial Times*, March 7, 2017 (<https://www.ft.com/content/9974b0ce-e7bb-11e6-967b-c88452263daf>)

The Human Equity Advantage: Beyond Diversity to Talent Optimization, Trevor Wilson, Jossey-Bass, (2013) available at Amazon.ca. Employee management book with good self-assessment tools for employers to identify unconscious bias

Don't Give Up on Unconscious Bias Training – Make It Better, Joelle Emerson, *Harvard Business Review*, April 28, 2017. Guidance on what to look for in good unconscious bias training including stats on how effective it can be when it is done well (<https://hbr.org/2017/04/dont-give-up-on-unconscious-bias-training-make-it-better>)

The Inclusion Dividend: Why Investing in Diversity and Inclusion Pays Off, Mason Donovan, Mark Kaplan, Bibliomotion, (2013), available on Amazon.ca. Provides advice to employers to help improve the bottom line through inclusive practices.

Why Diversity Matters, Vivian Hunt, Dennis Layton, Sara Prince, McKinsey & Co., (January 2015). Excerpt of data from McKinsey report “Diversity Matters” with statistics that demonstrate that companies that are in the top quartile for racial and ethnic diversity do 35% better financially than the median and companies that are in the top quartile for gender diversity do 15% better financially than the median. (<http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>)

Why is Silicon Valley so Awful to Women, Liza Mundy, *The Atlantic*, April 2017. Article on the continued gender imbalance in major tech companies and strategies to counteract it, which will generally work to improve diversity across the board (<https://www.theatlantic.com/magazine/archive/2017/04/why-is-silicon-valley-so-awful-to-women/517788/>)

English and French

La diversité au travail – Étude des bonnes pratiques d'entreprises dans le secteur des télécommunications, ETNO, 2007/*Diversity at Work - A Review of Good Corporate Practices in the Telecoms Sector*. ETNO, 2007. In French: https://etno.eu/datas/publications/other/Brochure_Diversity_French_Final.pdf; in English: https://etno.eu/datas/publications/studies/Brochure_Diversity_UK_Final.pdf

Élargir le cercle pour les autochtones - Créer des liens entre les autochtones et le milieu des affaires/Widening the circle for Indigenous people – Creating connections between Indigenous people and the business community. Deloitte, In French: <https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/about-deloitte/ca-fr-about-deloitte-elargir-le-cercle.pdf>; in English: <https://www2.deloitte.com/ca/en/pages/about-deloitte/articles/widening-the-circle-for-aboriginal-people.html>

In French

Élaborer une politique de diversité (https://fedweb.belgium.be/sites/default/files/downloads/broch_po_diversite_guide_methodologique_fr.pdf)

Guide des meilleures pratiques pour recruter les meilleurs talents et bâtir un plan d'action pour la relève!, Emploi Nexus (<http://www.emploinexus.com/wp-content/uploads/2016/02/meilleures-pratiques.pdf>)

Diversité et RH : bonnes pratiques en Belgique et à l'étranger (https://www.fonction-publique.gouv.fr/files/files/IMG/pdf/BP_diversite_manuel_2010.pdf)

Diversité en milieu de travail : défis et pratiques de gestion, edited by Marie-Thérèse Chicha and Tania Saba, Revue Gestion, 2010 (<http://www.revuegestion.ca/catalog/gestion-et-savoirs/diversite-en-milieu-de-travail-defis-et-pratiques-de-gestion-2010.html>)