Almost half (45%) of the companies in 2021 had no representation at all for this job level and only 13% at the 1-4% representation target. In 2022 we see 30% (15% point drop) with no representation and 41% (28% point increase) at the 1-4% representation target for this job level.

For almost half of the organizations, 1-4% of employees identify as Black and/or of African Descent.
There is low representation of Black employees at the executive level. For 40% of organizations, less than 1% of executive roles are held by Black employees, despite around 4% of all employees identifying as Black for most of these same organizations.

Executive roles held by Black employees

<table>
<thead>
<tr>
<th>% of all employees who identify as Black</th>
<th>% of executives who identify as Black</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1%</td>
<td>4% (44 responses)</td>
</tr>
<tr>
<td>1-10%</td>
<td>4% (56 responses)</td>
</tr>
<tr>
<td>10-20%</td>
<td>7% (7 responses)</td>
</tr>
<tr>
<td>20-50%</td>
<td>26% (3 responses)</td>
</tr>
<tr>
<td>&gt;50%</td>
<td>73% (5 responses)</td>
</tr>
<tr>
<td>Unsure</td>
<td>4% (4 responses)</td>
</tr>
</tbody>
</table>

What % of all employees identify as black?

Median % of Employees who Identify as Black

4 IN 10 organizations have good Black representation on their Board of Directors

Board of Directors individuals who identify as Black

<table>
<thead>
<tr>
<th>% of Responses</th>
<th>% of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>43% (44 responses)</td>
</tr>
<tr>
<td>1-4%</td>
<td>18% (16 responses)</td>
</tr>
<tr>
<td>5-9%</td>
<td>20% (18 responses)</td>
</tr>
<tr>
<td>10-19%</td>
<td>6% (5 responses)</td>
</tr>
<tr>
<td>20-29%</td>
<td>1% (1 response)</td>
</tr>
<tr>
<td>30-39%</td>
<td>0% (0 responses)</td>
</tr>
<tr>
<td>40-49%</td>
<td>3% (3 responses)</td>
</tr>
<tr>
<td>50+</td>
<td>0% (0 responses)</td>
</tr>
</tbody>
</table>

20% BOARD OF DIRECTORS INDIVIDUALS WHO IDENTIFY AS BLACK

EXECUTIVE ROLES
The biggest positive shift from 2021 to 2022 was for First-line Managers. In 2021 45% of companies reported that zero individuals in this job level identified as Black. In 2022 this dropped to 30%.

<table>
<thead>
<tr>
<th>Job Level</th>
<th>% of Job level employees who Identify as Black</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Contributors</td>
<td>12%</td>
</tr>
<tr>
<td>First-line Managers</td>
<td>21%</td>
</tr>
<tr>
<td>Manager of Managers</td>
<td>15%</td>
</tr>
<tr>
<td>Executive Leaders</td>
<td>10%</td>
</tr>
</tbody>
</table>

Employees who identify as Black by Job Level

Pillars 1, 6 and 2 have been worked on by the majority of organizations.

Pillars worked on

**PLAYBOOK PILLARS: FOCUS**

**PILLAR 1 – INCLUSIVE PIPELINE AND HIRING PROCESS**
- Equitable job descriptions
- Partnering with external organizations to ensure a diverse candidate pool
- Equitable representation among interview panels. Multiple people are involved in hiring decisions.

**PILLAR 2 – EQUITY IN RETENTION AND PROMOTION**
- Increase in BIPOC employees in middle- and leadership positions, including board.
- DE&I-focused orientation for new hires.
- Small focus groups of equity-deserving groups to better understand challenges, barriers in career advancement and potential solutions.

**PILLAR 3 – REDUCE LIKE-FOR-LIKE RACIAL PAY GAPS**
- Salary benchmarking process.
- Publishing all salaries and eliminate any pay discrepancies for all pay bands for any employees.
- Incorporating salary into DE&I measurement dashboards to help identify and correct pay gaps.

**PILLAR 4 – DIVERSE PROCUREMENT AND VENDOR NETWORK**
- Supplier diversity survey (e.g. identify if they are BIPOC owned).
- Yearly panel discussion to educate suppliers/vendors on DE&I.
- Supplier diversity survey (e.g. identify if they are BIPOC owned).

**PILLAR 5 – EQUITABLE PORTFOLIO AND BRAND**
- Creative diversity strategy that focuses on representing underrepresented communities in content across all of the company’s brands.
- Black Entrepreneur Startup Program – Supported the first Black entrepreneur with loan and mentorship one day after launching. Since, it has supported 200 young (18-39) Black entrepreneurs.

**PILLAR 6 – SUPPORT ORGANIZATIONS ADVANCING RACIAL EQUITY**
- Partnered with Rogers Sports & Media to provide media inventory to BIPOC-owned and operated businesses.
- Allocated up to $50M in contributions from National Co-Investment Fund seeking to encourage more applications for Black-led projects and projects serving Black households.

**PLAYBOOK PILLARS: SUCCESS STORIES - THEMES**

Shared success stories from the pillars that organizations have implemented or have been able to work on:

**PILLAR 1: INCLUSIVE PIPELINE AND HIRING PROCESS**
- Build and shape an inclusive pipeline and equitable hiring process across all levels and functions.
- Support organizations advancing racial equity through communication, financial contributions and actions.
- Create equitable development opportunities for retention and promotion.
  - Over 45 per cent of organizations rank Pillar 3 as the most or second most challenging.
PLAYBOOK PILLARS: CHALLENGES - THEMES

For the pillar(s) that were most challenging, please elaborate on why they have been difficult to implement.

Hiring and Recruitment
- Low turnover rates within companies, resulting in hiring fewer new employees.
- Competitive job market - there is shortage of diverse candidates available.
- Positions require specific skills/experience that limit the number of potential candidates.
- The industry is not diverse, resulting in a pool of candidates that is not diverse.
- Short recruitment timelines limit the ability to do outreach.
- Need tools / guidance to help address discrimination in the hiring process and workplace.

Education
- Need to develop more programs and establish partnerships with schools who support the Black community to provide the necessary education.
- A need for greater diversity in graduate programs.

Self-Identification and Data Collection
- Need improved data collection methodology.
- Difficulty establishing and maintaining databases.
- People don't always feel comfortable self-identifying.
- There is a lack of data currently available.

Leadership Team
- Need greater accountability for those in leadership positions.
- Lack of control over leadership positions (e.g. appointed by external stakeholders).

Other
- Require further DE&I trainings.
- The company and/or leadership team is small, which skews percentages (i.e. a single person can have a significant impact on representation percentages).

OPEN-ENDS: DE&I STRATEGIES - THEMES

What DEI strategies do you have in place to address representation?

Recruitment / Hiring
- Use of inclusive hiring sources (e.g. panels, job fairs, institutions, associations, diverse hiring communities).
- Prioritizing qualified candidates who self-identify as BIPOC.
- Inclusive job descriptions. Online tools to eliminate unconscious bias (e.g. Textio).
- Focus on experience and transferable skills for candidates who may not have taken a traditional education path.
- Diverse interview panels.

Representation
- Specific quantitative hiring and promotion goals related to the representation of different groups in the organization, by role. Some have made policies around this (e.g. at least 2 members of board need to be BIPOC).
- Generally aim to increase representation - without specific goals.
- Representation at company organized events (e.g. speakers at conferences, staff meetings).
- Incentives - Bonuses for executives tied to representation goals.
- Measurement
  1. Repeated surveys.
  2. Multiple voluntary opportunities to self-identify as being part of an equity group (e.g. during the application process, during orientation, during DE&I training).
  3. Exit interviews.
  4. Dashboard to organize and track DEI data against targets.

Employee Experience
- Designated groups (Employee Resource Groups).
- Support, mentorship, professional development, networking, work/life resources.
- Policies and processes to address claims of harassment.
- Pay equity reviews.

Education
- Mandatory DEI training for all staff.
- DEI training during onboarding.
- Unconscious bias training.
- Developing a more inclusive culture.

Other
- Most mention at least one formal strategy. Smaller number mention only informal strategies. Very few say there are no strategies at all.
- Many mention partnerships with organizations, associations, schools etc. to help with different areas of their strategies (e.g. recruitment, retention, education).
What challenges do you have in addressing representation?

Recruitment, Hiring and Retention
- Demanding talent market overall / increased competition for Black candidates in the talent pool.
- Low hiring activity (e.g. small company, market downturn).
- High attrition rates.
- Under-utilizing non-traditional recruitment resources.
- Building new relationships and networks.
- Lack of understanding/data on the barriers that are preventing racial diversity in the community.
- Not attracting diverse talent.

Representation at Senior / Leadership Level
- Lack of talent in the job market at the senior/leadership level.
- Long timeline to move into senior positions in some industries (e.g. legal).
- Challenges shifting cultural norms, and resistance from staff/generational differences around promotions and hiring practices.
- Lack of control over board of directors (e.g. appointed by external stakeholders).

Sector / Profession / Company Specific
- Broader diversity issues in the legal profession (e.g. representation issues with undergrad and law school admittance).
- Roles require media expertise that is difficult to find outside of a small industry pool.
- Low representation of Black STEM students.
- Government lease agreements to maximize employment for local residents, the majority of which are Indigenous.

Measurement
- Difficulty with self-identification data (e.g. low participation, do not have a process for doing so, lacking HR software/infrastructure to collect and organize data).
- Lack of benchmark data for geography and/or industry.
- Regulatory framework makes it difficult to collect data.
- Limited data for particular geography (e.g. outside North America).

Other
- Lack of accountability among leaders.
- Concern that affirmative action will prioritize representation over qualified staffing.

GLOBE & MAIL SURVEY 2023 HIGHLIGHTS

- The median number of Black board members and directors was 2 percent, significantly up from 0.5 percent last year and 0 percent in 2020.
- The median percentage of Black employees was 5 percent, up from 4.8 percent last year and 3.7 percent in 2020, before companies signed the BlackNorth pledge. The number of companies that tracked this statistic rose by 8 percent.
- 94 percent of respondents have a diversity leadership council, up from 88 percent last year.
- Of the companies that make corporate donations, 68 met the 3-percent donation goal.