

# Equity & Diversity Collaborative

## ANNUAL REPORT

2023



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# EXECUTIVE SUMMARY

Launched in 2021, the City of Mississauga partnered with the Healthcare Businesswomen’s Association (Canada Region) to establish the Equity and Diversity Collaborative (EDC) – a consortium of esteemed healthcare and life sciences companies dedicated to advancing gender equity and diversity, inclusion and belonging practices in the workplace.

By bringing together senior leaders to explore the systemic and organizational changes needed, we’re developing actionable strategies and tactics based on data, insights, and collaboration. We are committed to fostering an environment of openness and trust in which members feel comfortable sharing challenges, as well as best practices.

Since 2021, our members have been making considerable progress towards achieving a 50% gender-parity ratio and a 30% representation of other under-represented groups, including racialized persons, people living with disabilities, and members of the LGBTQ2+ community at all levels of organizations and on Canadian board(s).

The past year marked a significant milestone for our collaborative as we welcomed two new members, transitioned to in-person meetings to enhance networking and cooperation among our organizations, and received the prestigious International Economic Development Council (IEDC) Excellence in Economic Development Gold Award. This accolade underscores our unwavering dedication to driving meaningful change for our community and employees.

With three years of momentum, organizations engaging in the EDC are defining the way forward and raising the bar in terms of equity, diversity, inclusion and belonging practices. While recognizing progress, there is also a committed drive to do more.

# THE IMPACT

5000+

TOTAL  
WORKFORCE

18

COMPANIES

63  
PERCENT

OF MEMBERS SURVEYED  
HAVE IMPLEMENTED A  
NEW PROGRAM OR  
INITIATIVE TO IMPROVE  
INCLUSION, RETENTION  
AND BELONGING

88  
PERCENT

OF MEMBERS SURVEYED  
REPORTED RECEIVING  
**GOOD OR SIGNIFICANT  
VALUE** FROM  
PARTICIPATING IN THE  
COLLABORATIVE

# 2023 PROGRESS

To kick off 2023, the Equity & Diversity Collaborative:

- Unveiled its [2022 Annual Report](#), showcasing notable achievements and continued challenges through a social campaign
- Welcomed two new members: Takeda and Resilience Biotechnologies Inc.
- Determined a focus on inclusion, belonging and retention for 2023, expanding into new categories of the Global Diversity, Equity & Inclusions Benchmarks (GDEIB)

The Equity & Diversity Collaborative welcomed new thoughts and perspectives offered by, Caroline Williams, Chief Learning Officer at [Global Learning Inc.](#)

## Solutions Summit One

Goal: To identify key concepts and tactics for inclusion, belonging, and retention within organizations.

Outputs: Derived the following core areas and associated tactics for ongoing actionability and impact:

- How to secure leadership support, action, and behaviour
- How to have open and honest conversations
- How to ensure clarity and action around designated responsibilities for HR & People Managers
- How to implement GDEIB throughout the organization

Key Take-Away: To effectively implement plans and retain employees in a diverse workforce. It's essential to ensure top-down, cross-functional, and bottom-up buy-in to the process, the plans and the intended outcomes.



Members of the Equity & Diversity Collaborative gather at AstraZeneca Canada for Solutions Summit One [April 2023]

## Mid-Point Meeting: The Power of Stay Interviews

The Equity & Diversity Collaborative (EDC) continued its agile approach with targeted sessions, including one on Stay Interviews. This session highlighted Stay Interviews as a proactive tool for leaders to understand retention and engagement issues. EDC members received a guide to assess employee satisfaction through focused questions, with outcomes categorized into key areas like: promotion expectations, compensation, workload, motivation, personal factors, and performance.

## Solutions Summit Two

Goal: To identify key challenges and opportunities in creating a strong balance of benefits and flexibility for employees.

Outputs: Identified opportunities associated with several core benefits including, but not limited to: compensation, flexible work arrangements, professional development, mentorship, diversity and inclusion, health and wellness, retirement, employee recognition and rewards, and technology.

Key Take-Away: To effectively attract and retain employees in a diverse workforce, it's essential to understand the unique values, expectations, and priorities of each generation and tailor your strategies and benefits accordingly.

## Equity & Diversity Collaborative: An Award-Winning Initiative



### 2023 EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS

The City of Mississauga's Economic Development Office, along with the Equity & Diversity Collaborative, and the Healthcare Businesswomen's Association (HBA) Canada, received the 2023 International Economic Development Council (IEDC) Excellence in Economic Development Gold Award for their dedication to enhancing community life through innovative and inclusive initiatives. This award highlights the success of the Equity & Diversity Collaborative's impactful work. For more information, refer to the [City's official press release](#).



“ Novo Nordisk is committed to driving change to defeat chronic diseases. Novo Nordisk Canada has a responsibility to make Diversity, Equity, Inclusion and Belonging (DEIB) part of everything we do while supporting the community and patients we serve. Participating in the City of Mississauga's Equity & Diversity Collaborative enables us to connect with and learn from like minded organizations as we continue our DEIB journey. ”

#### Cal Rolle

Diversity, Equity & Inclusion Manager, Novo Nordisk Canada Inc.

# GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS

## FOUNDATION

### Drive the Strategy

1. Vision, Strategy, and Business Impact ✓ 2022
2. Leadership and Accountability ✓ 2022
3. DEI Structure and Implementation ✓ 2022

## INTERNAL

### Attract & Retain People

4. Recruitment ✓ 2021
5. Advancement and Retention ✓ 2021/2023
6. Job Design, Classification, and Compensation ✓ 2021
7. Work-Life Integration, Flexibility and Benefits ✓ 2023

## BRIDGING

### Align & Connect

8. Assessment, Measurement, and Research ✓ 2022
9. DEI Communications
10. DEI Learning and Development
11. Connecting DEI and Sustainability

## EXTERNAL

### Listen to & Service Society

12. Community, Government Relations, and Philanthropy
13. Services and Product Development
14. Marketing and Customer Service
15. Responsible Sourcing

The Equity & Diversity Collaborative continues to use the [Global Diversity Equity & Inclusion Benchmarks](#) (GDEIB) to guide its work and provide organizations with standards and metrics to measure and improve their diversity, equity and inclusion efforts in areas such as: workplace culture, recruitment and hiring, leadership development, and community engagement. In 2023, the Equity & Diversity Collaborative expanded into new categories with focused discussions on work-life integration, flexibility and benefits.

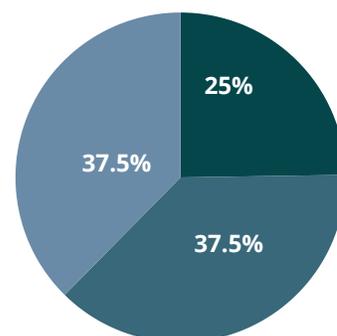
On the following page, we present a comprehensive overview of members' performance benchmarks spanning the GDEIB categories covered by the Equity & Diversity Collaborative from 2021 to 2023. Positive strides were observed, with select members attaining best practices in crucial areas such as: Vision, Strategy and Business Impact, Leadership and Accountability, and notably, Work-life Integration, Flexibility, and Benefits.

# COMPANY PROGRESS AGAINST THE GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS

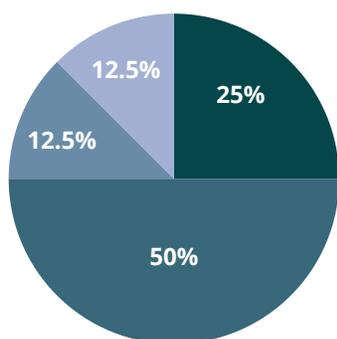
Members have expressed interest in delving further into key areas addressed by the EDC, notably Recruitment, Advancement and Retention, and DEI Structure and Implementation, which may be attributed to the recent inclusion of new company representatives within the EDC. Additionally, emerging areas of interest include Marketing and Customer Service and Connecting DEI and Sustainability.



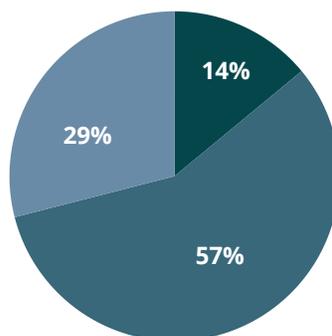
**Category 1: Vision, Strategy and Business Impact**



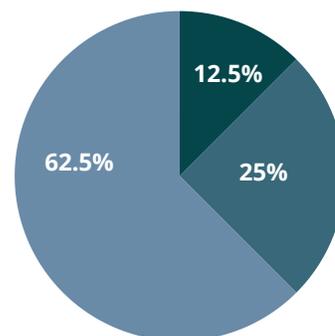
**Category 2: Leadership and Accountability**



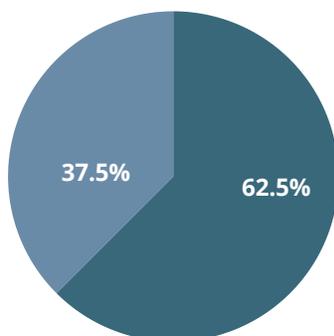
**Category 3: DEI Structure and Implementation**



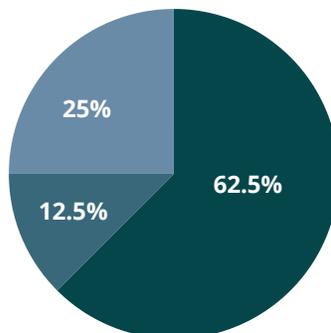
**Category 4: Recruitment**



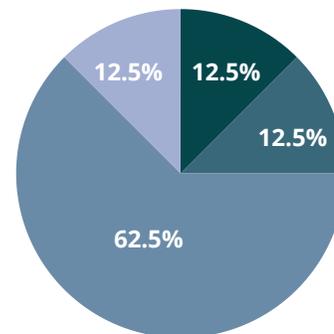
**Category 5: Advancement & Retention**



**NEW**  
**Category 7: Work-Life Integration, Flexibility and Benefits**



**Category 8: Assessment, Measurement and Research**



# MEMBER SPOTLIGHT



## Amgen Canada's Journey Toward Inclusivity and Empowerment Through Employee Resource Groups

Diversity matters at Amgen. We firmly believe that fostering an inclusive environment is not only the right thing to do but is essential for driving innovation and, ultimately, for serving our patients better. To further this commitment, we have invested in and nurtured Employee Resource Groups (ERGs) as a vital tool to promote, support, and showcase the incredible impact and value that diversity brings to our business.

Over the years, Amgen Canada has seen remarkable growth in ERGs, which were initiated by our dedicated staff members and have received invaluable support from our leadership team. Since 2020, we have grown to have eight grassroots ERGs, each with executive sponsorship, all organized around primary diversity dimensions. These ERGs play a crucial role in our organization, helping Amgen employees navigate shared personal and professional challenges, fostering a sense of belonging, and providing opportunities for them to contribute not only to Amgen's business but also to the broader community.

In 2023, we've seen firsthand the power of these ERGs through some exceptional events they have organized. In May, our ABLE ERG invited Dr. Vivien Brown to present on the topic of menopause: "Let's Talk Menopause - It's not just for women!" This event not only informed and educated our staff but also encouraged them to support the women in their lives.

During PRIDE Month, our PRIDE ERG hosted an enlightening event featuring Dr. Yonah Krakowsky, who provided a urologist's perspective on transgender surgery to raise awareness and educate staff on some of the challenges faced by 2SLGBTQ+ individuals. These events exemplify how our ERGs not only celebrate diversity but also educate and foster understanding among our staff.

At Amgen Canada, diversity and inclusion are not just words; they are the driving force behind our success. We are committed to continuing our journey towards a more inclusive and innovative workplace for all.

# MEMBER SPOTLIGHT



## Advancing Diversity, Equity & Inclusion: Lundbeck Canada's Journey with Equity & Diversity Collaborative Learnings

Joining the Equity & Diversity Collaborative in 2022 has enabled our team at Lundbeck Canada to accelerate our journey towards greater Diversity, Equity & Inclusion (DEI). We have harnessed our key learnings to drive meaningful progress, including:

- **Diversio Survey Roll-out:** We successfully implemented the Diversio survey, which has allowed us to establish a baseline for DEI within our organization. This important step helps us better understand where we stand and identify areas for improvement.
- **Empowering Our Workforce:** Our commitment to DEI extends to our employees. We have empowered them to create a DEI council and solidify DEI governance within our organization. This initiative is crucial in ensuring that DEI remains a focal point in our day-to-day operations.
- **Incorporating Inclusivity into Our Workspace:** As part of our head-office remodeling project, we incorporated a Zen room for relaxation and reflection and are evaluating the opportunity for a land acknowledgement, which reflects our commitment to recognizing and honoring the Indigenous peoples whose land we operate on.
- **Promoting Belonging:** We have educated our employees on the use of inclusive language and are planning Listening Circles on authenticity to help elevate each employee's sense of belonging at Lundbeck.
- **Enhancing Employee Engagement:** We've initiated "stay interviews" and regularly ask our employees, "What keeps you here?" These conversations help us understand and address the needs and concerns of our workforce. Additionally, we conduct Our Voice surveys twice a year to ensure our employees' voices are heard, and their feedback is used to drive positive change.

# 2023 COLLABORATIVE MEMBERS



*Not all members are represented.*

## About the City of Mississauga's Life Sciences Sector:

Mississauga is a connected ecosystem that cultivates and nurtures commercialization of life sciences innovations; a proven destination where diverse companies and exceptional talent grow, succeed and prosper. Mississauga is a leading Canadian life sciences hub with more than 500 life sciences companies employing over 26,000 people. Guided by the Mississauga Life Sciences Cluster Strategy and in collaboration with the industry, Mississauga champions the industry through strong advocacy for the sector, a focus on talent and workforce development, and facilitation of business connections that lead to better business opportunities and results for its companies. For more information, please visit [Mississauga Life Sciences](#).

## About the Healthcare Businesswomen's Association (HBA) Canada:

The Healthcare Businesswomen's Association (HBA) Canada is affiliated with the global not-for-profit Healthcare Businesswomen's Association organization, dedicated to furthering the advancement and impact of women in the business of healthcare. With over 70 locations throughout the world, the HBA serves a community of more than 70,000 individuals and 175 corporate partners. The organization provides networking forums to build relationships; access to industry thought leaders to broaden perspective; and educational programs to develop leadership skills. In 2018, the HBA founded the Gender Parity Collaborative. This award-winning consortium of 15 global leading healthcare and life-sciences companies is accelerating gender equality and diversity by fostering and adopting systemic changes in the industry workplace. For more info, please visit [HBA](#).