



# GUIDELINE

Inclusion, Diversity and Equity



## AUTHORITY SIGNATURES



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**Recommended by:** Patricia Vincent; VP, HR Programs

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## CONTROL SHEET

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## **1. PURPOSE AND SCOPE**

### **1.1. PURPOSE**

Inclusion and Diversity are competitive strengths that allow EDC to tap into a wide range of skills, knowledge, insights and experience in order to better serve customers. EDC is committed to creating a safe and inclusive environment that respects people from all cultures, backgrounds and with a range of ability, and nurturing a culture of inclusion and belonging where everyone has equal opportunity to grow, develop, succeed and be their truest selves in an inclusive environment. These differences will additionally foster innovation and resilience to change that will provide an increased strength to our economic footprint for Canadian business and the economy.

### **1.2. SCOPE AND APPLICATION**

This Guideline applies to all EDC employees, including employees seconded to an EDC Subsidiary. Support for application will come from our leadership and HR Business Partner community.

## 2. GUIDELINE REQUIREMENTS

### 2.1. GENERAL

EDC is committed to Inclusion and Diversity and to the following:

- Creating a culture of inclusion and belonging where all employees feel accepted and safe to bring their authentic selves to work every day;
- Building an inclusive work environment where all employees are valued, respected, encouraged to realize their greatest potential and feel they belong;
- Having a diverse and representative workforce;
- Attracting, developing, retaining and promoting high performing, talented and committed people with diverse backgrounds and perspectives;
- Maintaining an inclusive Workplace free of Employment Barriers to provide equality of opportunity based on job-relevant criteria and individual qualifications, experience and performance;
- Seeking to continually audit our HR and business processes in ways that allow us to expose covert or overt barriers for traditionally marginalized employees to ensure that our employee experience is consistently positive across all spectrums; and
- Meeting employment equity and human rights obligations, including representation of Designated Group members at EDC who reflect the available Canadian workforce.

### 2.2. SELF-IDENTIFICATION

The employment equity self-identification survey allows employees to self-identify as being a member of one or more of four designated employment equity groups - women, visible minorities, persons with disabilities and Indigenous. Employees belonging to the LGBTQ2+ community can also self-identify.

Completion of the survey is voluntary. Employee information is confidential and protected by the **Privacy Act**. Employees have the right to change their information at any time. EDC encourages employees to count themselves in and complete the self-identification survey.

Having complete and up-to-date information gives EDC an accurate picture of the composition of its workforce and allows EDC to develop and broaden programs and activities to promote the inclusion of all employees, including those from Designated Groups and the LGBTQ2+ community.

Access to employee information is strictly controlled. It will only be used by or disclosed to a very restricted number of persons within EDC for employment equity purposes. The information provided by employees is used for statistical purposes to analyze and monitor our workforce representation and the progress of Designated Groups within our workforce; and for our annual report under employment equity legislation.

An employee is a member of a Designated Group if the employee falls within the definition for that group as part of the **Employment Equity Act** and the self-identification survey. Employees may identify themselves as belonging to more than one Designated Group.

To help employees understand the definitions, further guidance and clarification is provided below.

- **Indigenous** - An Indigenous person is a North American Indian or a member of a First Nation, Inuit or Métis. This includes status, treaty, or registered Indians as well as non-status and non-registered Indians. This also includes people who live on and off reserves.

Only Indigenous peoples who come from Canada and the United States should identify themselves as belonging to this Designated Group. Other Indigenous peoples, such as those from Central and South America, Australia or elsewhere, should identify themselves as members of visible minorities

- **Members of Visible Minorities** – A person in a visible minority group in Canada is someone (other than an Indigenous person) who is non-white in colour or race, regardless of place of birth. This includes:

<b>Blacks</b>	Black Africans, West Indians, Canadians or Americans
<b>East Asians</b>	Chinese, Japanese, Koreans
<b>Southeast Asians</b>	Cambodians/Kampuchians, Filipinos, Laotians, Malaysians, Thais, Vietnamese
<b>South Asian/East Indians</b>	Indians (from India), Pakistanis; Bangladeshis; Sri Lankans; East Indians from Guyana, Trinidad, East Africa etc.
<b>Non-White West Asians, Non-White North Africans or Arabs</b>	Afghanis, Algerians, Egyptians, Libyans, Iranians, Lebanese etc.
<b>Non-white Latin Americans</b>	Indigenous people from Central and South America
<b>Persons of mixed heritage</b>	One parent of a visible minority background

**Persons with Disabilities** - A person with a disability has a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:

- a. considers themselves to be disadvantaged in employment by reason of that impairment,  
or



- b. believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment,

This includes persons whose functional limitations owing to their impairment have been accommodated in their current job or Workplace.

Disabilities include but are not limited to:

<b>Blind or visually impairment</b>	Unable to see or difficulty seeing. <i>Does not include those who can see well with glasses or contact lenses.</i>
<b>Coordination or dexterity</b>	Difficulty using hands or arms, for example, grasping objects or using a keyboard.
<b>Deaf or hard of hearing</b>	Unable to hear or difficulty hearing. <i>Includes those whose hearing is corrected by use of hearing aids or surgery.</i>
<b>Mobility impairment</b>	Difficulty moving around, for example, from one office to another or using stairs; chronic back problem; use of wheelchair, walker, brace etc.
<b>Mental disability, Psychiatric disability</b>	Learning disabilities such as dyslexia; developmental disorder; psychiatric condition, e.g. depression, bipolar disorder etc.
<b>Speech impairment</b>	Unable to speak or difficulty speaking and being understood, e.g. pronounced stutter, aphasia.
<b>Non-visible physical impairment</b>	Conditions such as: diabetes, epilepsy, heart disease, haemophilia, asthma, and arthritis.
<b>Chronic pain</b>	Conditions such as chronic musculo-skeletal pain and fibromyalgia.

### 3. PROCESS

EDC will monitor the effectiveness of how the objectives of this Guideline are being achieved by:

- Actively soliciting the input of employees – including members of one or more of Designated Groups or members of the LGTBQ2+ community – through, among others, the Sounding Board, focus groups, climate surveys and exit interviews.
- Seeking advice from community groups that are subject matter experts in each Designated Group.
- Conducting periodic internal workforce analysis; and
- Ensuring ongoing monitoring of Employment Systems.

## 4. ROLES AND RESPONSIBILITIES

The **Inclusion, Diversity and Equity Guideline** shall be approved by the SVP, People & Culture.

The VP, HR Programs shall be the Owner of this Guideline. The Guideline Owner shall have overall accountability for its execution and effectiveness, as well as for its development, implementation and maintenance.

The Guideline Owner shall be the Guideline Monitor unless the Guideline Owner delegates his or her roles and responsibilities as Guideline Monitor to an alternative and credible person.

Internal Audit may perform periodic independent audits and provides an objective review of the effectiveness of the design and implementation of this Guideline.

Stakeholder responsibilities associated with the execution of the **Inclusion, Diversity and Equity Guideline** are outlined in Table 1: Roles and Responsibilities.

**Table 1: Roles and Responsibilities**

Role	Responsibility
<b>President and CEO</b>	<ul style="list-style-type: none"><li>• In consultation with the SVP, People &amp; Culture, approves the Inclusion, Diversity and Equity Plan.</li><li>• Monitors and coaches direct reports on adherence.</li></ul>
<b>SVP, People &amp; Culture</b>	<ul style="list-style-type: none"><li>• In consultation with the President and CEO, recommends approval of the Inclusion, Diversity and Equity Plan.</li><li>• Champions, in conjunction with the Executive Team, Inclusion, Diversity and Equity in the Workplace.</li><li>• Reviews recommendations and implements change in processes and systems to foster greater Equity in access and achievement of what EDC offers as an employer</li><li>• Encourages Inclusion and Diversity as a strategic advantage to achieving corporate objectives.</li><li>• Monitors the achievement of objectives and communicates results with employees.</li><li>• Enables all HR employees to learn and grow their understanding and skills at applying this Guideline to foster greater diversity and inclusion with their internal stakeholder and client groups.</li></ul>

Role	Responsibility
<b>Leaders</b>	<ul style="list-style-type: none"> <li>Promote the values of Inclusion, Diversity and Equity in the Workplace.</li> <li>Use their influence, experience and leadership training to strengthen safe and inclusive environments where employees are respected and valued and feel they belong;</li> <li>Attend Inclusion, Diversity and Equity education sessions, as may be required by EDC.</li> <li>Ensure all layers of EDC employees' performance objectives, assessments and development plans are consistent with this Guideline.</li> <li>Consult with HR Business Partners as necessary.</li> </ul>
<b>Diversity &amp; Inclusion Committee</b>	<ul style="list-style-type: none"> <li>Determines appropriate and effective changes to how EDC promotes and advances a culture of Inclusion, Diversity and Equity.</li> <li>Provides advice and support for the Inclusion, Diversity and Equity Plan and its implementation.</li> </ul>
<b>Director, Workplace Strategy &amp; Culture</b>	<ul style="list-style-type: none"> <li>Provides oversight and coordination of Inclusion and Diversity in the Workplace and employment equity initiatives and programs, including liaison with external stakeholders and regulatory agencies on behalf of EDC.</li> </ul>
<b>Manager, Employee Care</b>	<ul style="list-style-type: none"> <li>Ensures all employees have an opportunity to complete the self-identification survey upon hire.</li> <li>Ensures that personal information provided by employees in the self-identification survey is kept strictly confidential and used only for Diversity and inclusion purposes.</li> </ul>
<b>Manager, Talent Acquisition</b>	<ul style="list-style-type: none"> <li>Expands sources of recruitment and actively encourages applications from Designated Groups.</li> </ul>
<b>Senior Advisor, Workplace Strategy &amp; Culture</b>	<ul style="list-style-type: none"> <li>Implements Inclusion and Diversity initiatives and programs.</li> <li>Consults with employees through venues such as the Sounding Board, focus groups, and surveys.</li> <li>Maintains ongoing understanding of the concerns and matters affecting Designated Groups and members of the LGBTQ2+ community.</li> <li>Co-ordinates the review of Employment Systems and policies and recommends changes as necessary.</li> <li>Collects information and conducts workforce analysis.</li> <li>Maintains separate and confidential data and reports that can only be accessed for the purpose of implementing EDC's compliance obligations; and</li> <li>Reports progress and status of the Inclusion, Diversity and Equity Plan to the Director, Workplace Strategy &amp; Culture.</li> </ul>

Role	Responsibility
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Treat others with dignity and respect.</li> <li>• Attend Inclusion, Diversity and Equity education sessions, as may be offered by EDC.</li> <li>• Work co-operatively with people from all backgrounds in a Workplace that fosters Inclusion, Diversity and Equity.</li> <li>• Complete the self-identification survey on a voluntary basis.</li> <li>• Be a local champion to promote and call out situations that are addressed in this Guideline.</li> </ul>
<b>Total Rewards</b>	<ul style="list-style-type: none"> <li>• Periodically review employee benefits to ensure such benefits support an inclusive workplace.</li> </ul>
<b>HR Business Partners</b>	<ul style="list-style-type: none"> <li>• Provide advice to leaders and employees regarding this Guideline.</li> </ul>

## 5. REVIEWS AND REVISIONS

This **Inclusion, Diversity and Equity Guideline** shall be reviewed and recommended for approval every three years, at a minimum. Trigger events for off-cycle reviews may include:

- Introduction and/or changes to applicable legislation, or
- Development and/or updates to other relevant EDC Policies.

Roles and responsibilities with regard to approval, revision and/or rescinding of the **Inclusion, Diversity and Equity Guideline** shall be as follows:

**Table 2: Reviews and Revisions**

Review & Recommend for Approval, Revision (or Rescinding) Inaugural Approval	Inaugural Approval and Subsequent Approval of Major Changes or Rescindment	Subsequent Approval of Minor Changes	Approval Cycle
VP, HR Programs	SVP, People & Culture	VP, HR Programs	Every three years

## 6. ESCALATION AND EXCEPTIONS

At a program level, the HR Group shall monitor compliance with the **Inclusion, Diversity and Equity Guideline** and identify, monitor and remediate issues. Significant issues shall be escalated to the Guideline Owner in a timely manner.

Any exceptions or instances of non-compliance to the Guideline shall be escalated to the SVP People & Culture for resolution or approval. Requests for exceptions to this Guideline must:

- Identify the applicable sections(s) of the Guideline to which each exception applies;
- Assess the risk(s) that arises from the proposed exception(s);
- If applicable, outline the appropriate controls to mitigate the risks; and
- Specify the review date or effective period of the exception, if applicable.

## 7. OTHER RELATED DOCUMENTS

### External Source References:

- Canadian Human Rights Act
- Employment Equity Act
- Privacy Act

### EDC Related Policies and References:

- Human Resources Policy
- Code of Conduct Policy
- Mutual Respect Standard
- Accommodation Guideline
- Official Languages Guideline
- Leave Guideline
- Schedule of Appointed Signing Officers and Related Approvals, Human Resources Group

## 8. EFFECTIVE DATE

Following approval by the SVP, People & Culture, the **Inclusion, Diversity and Equity Guideline** shall become effective August 1, 2020.

## 9. DEFINITIONS

Table 3: Definitions

Terminology	Definition
<b>Designated Groups</b>	These groups are women, Indigenous, persons with disabilities, and members of visible minorities as defined under the <i>Employment Equity Act</i> .
<b>Discrimination</b>	Any distinction, exclusion or preference – based on the Prohibited Grounds – which nullifies or impairs equality of opportunity in the Workplace.
<b>Diversity</b>	The range of dimensions (visible and invisible) which distinguish groups and people from one another such as age, education, ethnicity, race, family status, gender, gender identity and expression, national origin, physical ability or qualities, religion, sexual orientation, lifestyles, and any characteristics that make a person an individual.
<b>Employment Barriers</b>	Employment practices, policies or systems that have an adverse impact on Designated Group members and which are not related to job requirements or to the safety and efficiency of business operations.
<b>Employment Systems</b>	Formal and informal practices and procedures related to job recruitment, selection, training and development, upward and lateral mobility, compensation and benefits, terminations and working conditions.
<b>Equity</b>	Equity is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that prevent full participation of some groups.
<b>Inclusion</b>	Understanding, appreciating and maximizing individual differences to create a Workplace environment and culture that is welcoming, collaborative and productive for all employees – where individuals can bring their entire selves to work and contribute their ideas, experiences and talents to the fullest.
<b>Prohibited Grounds</b>	Prohibited Grounds of Harassment or Discrimination under this Guideline shall include those as set out in the Canadian Human Rights Act.
<b>Workplace</b>	Any place where the business of EDC is being carried out, or any other work-related place or event such as: off-site meetings, conferences or training sessions; customer, contractor or supplier locations; locations attended during business travel; in social situations related to work; or in situations where it could have a subsequent impact on the work relationship, environment or performance.