



Human
Resources
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Association

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Key Insights on Diversity & Inclusion: A Joint HRPA and Diversio Report

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A strong and fully integrated Diversity & Inclusion program is simply the right thing to do. But saying it is 'right' is not enough – we need the data to demonstrate why investment is critical and then we need to back findings with action and agents for change.

That is the purpose of this report. Working with Diversio, the Human Resources Professional Association – the HRPA – identifies opportunities and gaps for implementing D&I programs in Ontario's businesses, backs these findings with data, and then proposes specific solutions that can be actioned immediately.

Why is HRPA doing this work? HRPA has a clear and defined vision for all the work we do; we believe Better HR Makes Business Better. HR Professionals drive business and, in-turn, great business practices drive better HR. Strong D&I programs, policies, and standards make business better and the HR Profession has an important and central role in making this happen.

HRPA has made a commitment to prioritize Diversity & Inclusion. That is why we are rolling-out a comprehensive series of D&I programs, best practices, and recommendations based on a number of initiatives, including this Report.

Thank you to our HRPA members who contributed to the Report findings and to Diversio for their partnership and leadership in D&I implementation.

Louise Taylor Green, CEO
HRPA

In the wake of #MeToo, #BlackLivesMatter and COVID-19, the role of Human Resources Professionals has never been more important - or more complex. Creating an inclusive workplace can be a challenge, but getting it right yields dividends. With the right metrics and accountability mechanism, HR Professionals can drive meaningful change in short order. Employees and peers are counting on it.

At Diversio, we know that what gets measured gets done. Our technology is designed to help organizations quantify, measure and manage Diversity & Inclusion within their workplace. This allows us to recommend tactical solutions and interventions with a high likelihood of success. Time and again, we see companies achieve meaningful progress. These quick wins help motivate employees and position the organization for sustained improvement.

Diversity & Inclusion is a journey, and organizations like the HRPA are critical to helping everyone get a head-start. Thank you to everyone who contributed their perspective to this report, and particularly the HRPA for their leadership on this topic.

Laura McGee, CEO
Diversio



A Data-Driven Approach to Diversity & Inclusion

Throughout the summer of 2020, the Human Resources Professionals Association partnered with Diversio, a people intelligence platform that measures, tracks, and improves Diversity & Inclusion, to understand the greatest barriers and opportunity areas when it comes to representation and employee experience in the HR profession. The Report set out to:

1

Create a snapshot of diversity within the HR profession by collecting self-identified demographic data from members.

2

Uncover specific inclusion challenges faced by HR Professionals and compare their experience to other professions.

3

Identify data-driven ways the HRP A can support its members as professionals and leaders in their organizations.



Executive Summary

The research results and findings confirm what regulated HR Professionals have been calling for, and for many years; namely – that there is an urgent need to move forward with D&I programming and policy. The urgency is felt equally by the workers who live and breathe their organizational cultures every day as well as customers who demand high standards of behaviour and performance as it relates to D&I from the organizations from which they buy products and services.

The research also confirmed that HR teams are on the frontline of change and the most pressing of issues organizations face. For Ontario's organizations to institute meaningful D&I change, they must involve and incorporate the expertise and knowledge of their HR teams.

The research revealed the following five Key Insights, all of which reinforce a clear call to action for Ontario businesses, governments, academic institutions, and HR Professionals that they should invest in Diversity & Inclusion now.

Five Key Insights

1

Diversity & Inclusion is no longer a 'nice to have' it's a 'must do' and HR Professionals are primarily responsible for bringing D&I into the workplace.

2

While HR Professionals work to advance D&I internally, they face their own challenges when it comes to inclusion.

3

HR Professionals have a unique understanding of what is happening across their organizations. For this reason, it is not surprising that when asked about D&I, HR Professionals provide different responses and insights than colleagues and rank Ontario workplaces further behind on important metrics.

4

HR Professionals are essential partners in leading policy and programmatic changes within Ontario's organizations. They have identified the areas where support is most needed.

5

HR Professionals are committed to the advancement of D&I programs in their organizations on Ontario's D&I policy and practice by equipping members with the tools they need to lead change and advocating on their behalf. This work will help address D&I challenges for HR Professionals and Ontario employees alike.

HRPA + Diversio Promise to HR and Business Community



Over the course of 2021 and beyond, HRP A and Diversio will provide resources, toolkits, training and other support to increase Diversity & Inclusion across Human Resources broadly as well as enable HR Professionals to advance D&I in their work. This will be done by:

1

Releasing an Inclusive Hiring Best Practices, on ways to ensure a diverse candidate pipeline and inclusive selection process.

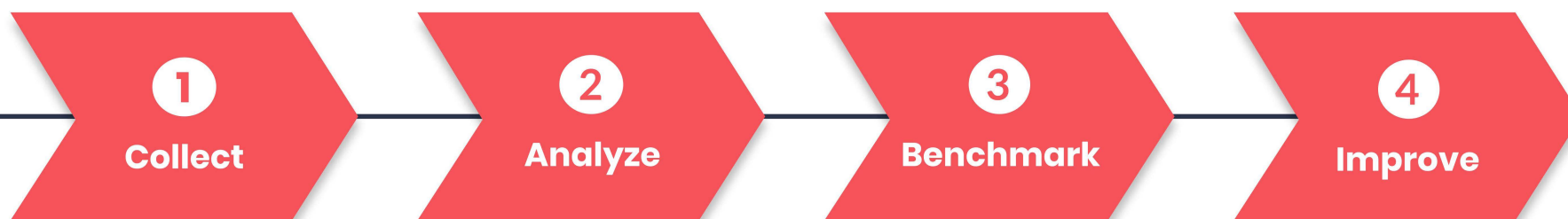
2

Publishing a D&I Toolkit including a Standard Code of Conduct, Zero Tolerance Policy and other D&I staples.

3

Launching D&I training on Inclusive Leadership, Allyship, Unconscious Bias, and more.

The Methodology Behind the Initiative



HRPA and Diversio asked every HRPA member to complete Diversio's **10-minute pulse survey**.

The survey collected information on individuals' **demographics, roles within their organizations** and workplace experience. Demographics included: gender, Indigenous identity, race, ethnicity, sexual orientation, mental health, and disability.

Diversio also gathered information on the most prevalent D&I **programs and policies** implemented across the HR profession.

Survey responses were analyzed using Diversio's **6-Metric Inclusion Framework**:

1. Inclusive Culture
2. Fair Management
3. Career Development
4. Workplace Safety
5. Workplace Flexibility
6. Recruiting & Hiring

Diversio deployed proprietary Inclusion algorithms to assess systemic experiences of different demographic groups across the HR profession and understand the biases, barriers to advancement and inclusion challenges faced by HR Professionals on a day-to-day basis.

Survey data was aggregated and benchmarked **against Diversio's proprietary dataset** to provide a comparison of HR Professional's diversity and workplace experiences against other professionals in Ontario.

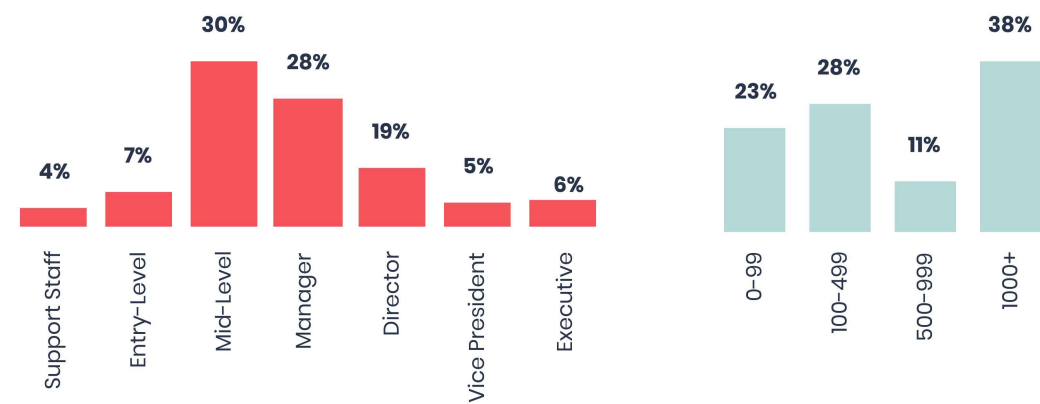
The comparison was made to understand the unique barriers faced by those tasked with advancing D&I across their respective organizations.

Benchmarks were created using Diversio's database of 100,000 members and 500+ companies.

Recommendations to the HRPA were generated using Diversio's **Recommendation Engine**. The Engine uses matching algorithms and artificial intelligence to suggest **customized policies, programs and solutions**.

The recommendations were made specifically for the HRPA and focus on what the HRPA can do as an association to not only increase inclusion across its member base but also equip HR Professionals with the tools they need to advance D&I in their respective workplaces.

A Deep Dive on Survey Respondents



To ensure robust results and relevant conclusions for the entire HR profession, Diversio assessed the overall makeup of respondents.

Altogether, HR Professionals from over 250 unique organizations participated in the survey with significant representation across all major Ontario sectors (primary, secondary and tertiary industries). SMEs as well as enterprise were well-reflected in the dataset. Respondents included all levels of seniority, from support staff to executives. However, mid-level professionals and managers constituted the majority of participants.

At a Glance

884 HR Professionals completed the survey.

250+ Organizations ranging from 5 to 80,000 employees.

20+ Sectors represented across Ontario.

Diversity & Inclusion in the Workplace is No Longer a 'Nice to Have', it is a 'Must Do' and HR Professionals are Primarily Responsible for Bringing D&I Into the Workplace

Many HR practitioners and business leaders know intuitively that D&I is essential to business security and growth – good governance, employee retention, customer support, public influence, health and wellness, cultural strength, and the bottom line. But the data to prove this was true did not always exist. This posed a significant gap that was needed to spark change.

Social media has completely transformed the business landscape with 3.5B users globally who can affect a brand's reputation and bottom line by criticizing their D&I practices. HR Professionals now find the programs and policies they roll out internally judged in the court of public opinion.

Companies that 'walk the talk' and have a tradition of prioritizing and investing D&I, are rewarded for their authenticity and commitment. On the flip side, companies that try Band-Aid solutions or have a history of ignoring employees and turning a blind eye to systemic issues, are publicly criticized and held accountable.

Organizational Behaviour Impacts Consumer Decisions

73%

Of consumers will stop purchasing from brands that do not support social justice.

\$2.1B

Average loss in shareholder value for sexual harassment prone companies.

9/10

Consumers want brands to take a stand on equality, and 76% conduct follow-up research to see if they are authentic.

92%

Of employees expect their CEO to speak out on diversity and inequality.

7%

Is the average drop in a company's market value following a racial/sexual harassment scandal.

1/3

Millennials have already left their company for a more inclusive one, and 42% say they will leave within 2 years .

HR Professionals are Responsible for Advancing Diversity & Inclusion Across Their Organizations

A growing demand from members, clients, investors, and regulators, Diversity & Inclusion has emerged as a top priority for Canadian companies in 2020. On the heels of the #MeToo movement that disrupted the business landscape in 2017, the resurgence of Black Lives Matter in 2020 sent a clear message that Diversity & Inclusion has become the new normal. The public is hungry for meaningful action when it comes to inclusion of all identities, including women, racial and ethnic minorities, LGBTQ2+ individuals, Indigenous identities, persons with disabilities and more.

With the public mindset shift comes added pressure on HR Professionals. These are the people who are tasked to analyze and address exclusion, bias, harassment, and other systemic challenges within their organizations. These are the people who bring diverse views to the table and cultivate environments, which empower and amplify these voices. HR Professionals are responsible for the performance and success of their companies like never before.

Diversity & Inclusion has emerged as a top priority for Canadian companies in 2020.



While HR Professionals Work to Advance D&I Internally, They Face Their Own Challenges When it Comes to Inclusion

HR Professionals are tasked with advancing Diversity & Inclusion internally. Yet, this does not mean that they are not exposed to bias and feelings of exclusion in their daily working environments.

Addressing inclusion issues in HR is crucial to unlocking HR Professionals' full potential and empowering them to move the needle on D&I throughout their broader workplaces.

The Challenges Revealed by Study:

26%

Of all HRP direct team members feel their teams don't fully value them.

34%

Of all HRP members feel their managers have exhibited bias towards them.

40%

Report they don't have someone invested in their growth or career development.

21%

Report they do not have the flexibility they need to manage personal and professional obligations.

These numbers are even higher for HRP members from under-represented groups, for example:

4/10

Of all HRP members who are people of colour have experienced bias from management.

31%

Of all HRP members who have a disability do not feel fully accepted by their teams.

HR Professionals Have a Unique Understanding of What is Happening Across Their Organizations

For this reason, it is not surprising that when asked about D&I, HR Professionals provide different responses and insights than colleagues and rank Ontario workplaces further behind on important metrics.

HR Professionals are on the frontline when it comes to championing for D&I in their organizations. This makes their day-to-day working lives uniquely exposed to issues of systemic bias, discrimination and exclusion.

For this reason, it is not surprising that when asked about D&I metrics, HR Professionals rank Ontario workplaces differently than other Ontario workers.

HR Professionals are 2.6X more likely to report witnessing harassment and discrimination than the average employee across Ontario businesses.

41%

Of HR Professionals report some degree of harassment and discrimination in their workplaces.

Compared to

16%

Of all employees across Ontario businesses.

HR Professionals are Essential Partners in Leading Policy and Programmatic Changes Within Ontario's Organizations. They have Identified the Areas Where Support is Most Needed

1 Data Collection

Give D&I professionals the tools to collect and analyze data.

"We must make the collection (especially when it comes to race) mandatory. Without data, it's hard to make informed decisions."

2 Employee Engagement

Engage with employees on important D&I related issues.

"Visible minorities on my team are sometimes overlooked. We have Black employees across our company but our messaging on the BLM movement was very delayed. It felt like our response was an after-thought."

3 Feedback Culture

Cultivate a culture of communication with managers and leaders.

"Management needs to stop fooling themselves by thinking we have a barrier free workplace. They don't like hearing opinions that don't reflect their own."

4 Transparency

Enable open and transparent communication across the organizational hierarchy.

"It's critical to facilitate conversations between marginalized and non-marginalized employee groups. People need to understand the experiences of others."

5 Training

Implement D&I training and education throughout the organization.

"We need training for the leaders on how to address bias and combat harassment. The real issue is the corporate culture which says that they support diversity, but their actions do not truly reflect the words."

6 Inclusive Leadership

Have leaders set the tone from the top when it comes to D&I.

"The Executive team needs to model behaviour, provide D&I messaging to the organization and offer guidance on how to meet D&I goals."



7 Leadership Diversity

Ensure the most senior roles in the organization have diverse representation.

“We should commit to KPIs that move the needle on representation and inclusion at all leadership levels. We need to build a pipeline. We are a very homogenous group the higher you go.”

8 Overall Diversity

Cultivate diversity across the entire organization, including all levels and departments.

“We must build a more diverse workforce, with employees from all minority groups represented including gender, race, LGBTQ2+, disability and more.”

9 Recruiting & Hiring

Address unconscious bias in recruiting and hiring processes to naturally grow diversity.

“We need to change our recruitment process to ensure that vacancies are advertised and not just filled by word of mouth. We could use more training on this topic.”

The HRP A is committed to making a profound and positive impact on Ontario's D&I policy and practice by equipping members with the tools they need to lead change and advocating on their behalf

This Report contributes to HRP A's ongoing commitment to Diversity & Inclusion. HRP A and Diversio have partnered to offer a number of tools and resources for HRP A members and their organizations to use and to support them taking action to embrace D&I.

1

Inclusive Hiring Best Practices

- Blueprints for HR Professionals to construct their own D&I programs
- Policies and Procedures

2

D&I Toolkit

- Standard Code of Conduct
- Zero Tolerance Policy
- Discounted access to Diversio D&I technology

3

Training

- Unconscious Bias Training
- Leadership D&I Training
- Allyship Training



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