

Provincial Final Report



Tap Tech + People Network's Diversity & Inclusion Tech Project

Sector LMP Program, Agreement #C20LMP001

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Message from the CEO



The province of BC has attracted start-ups and anchor companies from across the globe, making us Canada's fastest growing tech hub and a major contributor to the economy. A key element in the hyper-growth of the sector is to ensure that we are meeting the hiring needs of organizations while making diversity, equity, and inclusion a top priority in the process. In fact, 76% of job seekers report that a diverse workforce is a factor when evaluating companies and job offers ([Glassdoor, 2020](#)). It's my pleasure to share Tap Tech + People Network's Diversity, Equity and Inclusion Tech Project's Final Report. Since the onset of the project in June 2019, we have witnessed and participated in a significant learning journey for the Tech sector of British Columbia, the Tap Tech + People Network members and our project team.

It is proven that more diverse and inclusive work environments lead to better business outcomes, increased revenues, and the attraction of great talent. Companies in the top quartile for ethnic and racial diversity are 35% more likely to surpass industry peers in returns ([McKinsey, 2015](#)). Despite this, the current representation of employees across the sector is not reflective of BC's diverse population. Our 2021 Diversity in Tech Dashboard highlights that minority populations are drastically underrepresented in the sector with some of the lowest being Indigenous peoples (0.7%), people with disabilities (2.9%), and individuals belonging to the 2SLGBTQQIA+ community (8.3%). Moving the needle on representation isn't something that will happen quickly. To substantially increase representation within our sector will require many organizations doing the hard work to increase representation within their own organizations. I am confident we will move the needle because the year over year data in our Diversity Dashboard shows a tremendous increase in sector commitment to doing this work.

Canada



This program is funded by the Government of Canada
and the Province of British Columbia.



Prior to the inception of Tap Tech + People Network's Diversity, Equity, and Inclusion Tech Project in 2019, there was very little diversity data being collected. The social-political movements and tragic events of the past two years have increased awareness of the need for DE&I practices and this project was well positioned to increase the availability of resources to support employers in activating changes. The five pilots run over the last nearly three years included:

1. Everyone Belongs in Tech' video vignettes of underrepresented individuals who are thriving in the tech sector, created so youth and career transitioners might find role models and see career possibilities for themselves in the tech sector
2. Development of three unique Diversity Equity & Inclusion training programs which were delivered to over 280 tech sector leaders
3. 32 diversity, equity and inclusion audits, provided to tech companies across the province, from SMEs to anchor employers
4. Creation of the DE&I Resource HUB, a library of 400+ best-in-class tools and resources to support employers in their activation of DE&I work
5. Diversity Benchmarking of the sector, through the development of an employer Benchmarking Toolkit and the creation of a process to collect data and report annually on diversity within the sector

The legacy of this project will live on in the form of tools and resources that are widely available to the tech sector at any time, including the [Benchmarking Toolkit](#), [Diversity in Tech Dashboard](#), [DE&I Resource HUB](#), and the 'Everyone Belongs in Tech' video vignettes. In addition, the sector will continue to benefit over the years to come from the developed training programs, reduced cost audits, HUB learning events and the collective power of the community built through this project. By leveraging the significant foundational work completed through this project, organizations can amplify their DE&I efforts regardless of where they are at on their own unique journey.

Stephanie Hollingshead

CEO, TAP TECH + PEOPLE NETWORK



1 | Project Overview

Tap Tech + People Network secured Sector Labour Market Partnership funding, alongside industry contributions, to support a three-year Diversity and Inclusion Tech Project from June 2019 until February 2022. The purpose of the Project has been to increase the attraction, retention and advancement of women, Indigenous peoples, people with disabilities, people of colour, newcomers to Canada, and individuals who identify as 2SLGBTQQIA+ in the technology sector of British Columbia.

1.1 | Project Objectives

- Increase tech industry awareness of the need for and benefits from a diverse and inclusive workforce;
- Increase capability of individual companies to develop a diverse and inclusive workforce;
- Measure and reinforce progress on diversity and inclusion practices;
- Increase tech industry talent pool and continue development of its diversity,
- Increase tech industry activity on reconciliation commitments; and,
- Increase opportunities with Indigenous peoples through efforts to develop a diverse and inclusive workforce.

Tap Tech + People Network embarked on several strategic initiatives working alongside our vendors:

- Build and deliver Diversity and Inclusion training
- Develop, curate, and host an online resource hub with active support
- Benchmark & report on current diversity and inclusion levels
- Develop awareness promotion and attraction campaign
- Diversity and inclusion audits for tech sector employers

Through the implementation of various diversity, inclusion, and indigenization strategies, a strong effort was made to improve the representation of underrepresented populations in technology careers in the province.



1.2 | Project Activations & Extension

Due to the tremendous success and positive feedback of the Project during the initial 24-months, the project was extended by an additional 9 months, through the end of February 2022. The decision behind requesting an extension involved five major factors:

1. Continuous success and impact of the pilots
2. Increased demand for the offerings of this Project
3. Growing number of people that the Project was positively affecting
4. An opportunity to support the government mandate on commitments with priorities of equity and anti-racism
5. Imminent need to ensure that under-represented populations are respectfully included in the tech sector workforce

Project activations from June 2019 - February 2022 included the following:

- Development of DE&I Resource HUB
- 6 sessions of 'Inclusive Organizations - Executive Training', developed by Tap Tech + People Network in collaboration with Chastity Davis-Alphonse and Chanelle Tye
- 4 cohorts of the 'Inclusive Change Agent' program, in collaboration with Refinery
- 4 cohorts of the 'Inclusive Leadership' program, in collaboration with Refinery
- 32 Diversity & Inclusion Audits, in collaboration with Veza Global
- 8 episodes of 'Everyone Belongs in Tech' video vignettes produced by True Calling Media
- Year 1 and 2 of the Diversity in Tech Dashboard and Progress Report, in collaboration with Mercer
- Ongoing maintenance, content curation and optimization for the DE&I Resource HUB



DIVERSITY INCLUSION TECH PROJECT

“
 Hi there - wanted to reach out and express my gratitude for these emails and resources. It's very valuable for my own development and growth, as well as development of the organization I work with.
 ”

- DARIA BUKREEVA,
 DIRECTOR OF PEOPLE EXPERIENCE AND DEVELOPMENT DOMAIN7

June 2019 - February 2022

Project Impact

7
 DE&I HUB
 Subcommittees

3 DE&I Special events in 2021
 600+ registrants

Resources available on the HUB

8
 video vignettes

Everyone Belongs in Tech

Network of 550+

- C-Suite executives
- HR practitioners
- Tech sector employees
- Partner and supporting Associations
- Not-for-profit organizations
- Providers for equity-deserving populations

18 HUB Advisory members

We are providing a final report to identify the successes and learnings from Tap Tech + People Network's Diversity & Inclusion Tech Project to date. The information outlined in *this* document represents the final standing of each pilot activated within the Project and the performance at the conclusion of Provincial funding. The findings in this report are complemented by the final evaluation feedback provided by the Projects' evaluation firm, Social Research and Demonstration Corporation (SRDC) and throughout this document.

2 | Governance Committee

The Governance Committee was thoughtfully composed of twelve members, all selected with the capacity, knowledge and expertise to provide continuous feedback and guidance throughout the duration of the Project. This group of extremely knowledgeable individuals has been responsible for providing recommendations and ensuring the success of all deliverables.

Members

Bryan Buggy

Director of Strategic Initiatives and Sector Development at Vancouver Economic Commission

Lauren Kelly

Director of Sector Transformation, First Nations Technology Council

Micaela Evans

Marketing and Communications Specialist at The Presidents Group

Patrick MacKenzie

CEO at Immigrant Employment Council of BC

Shivam Kishore

Manager, Technology Sector Growth at Vancouver Economic Commission

Stephanie Hollingshead

CEO at Tap Tech + People Network

Tara Kemes

General Manager at Cinesite & Alumnus Board Member at QMUNITY

Tina Strehlke

CEO at Minerva BC

Others

Laura Celeste

Senior Research Associate at Social Research and Demonstration Corporation (SRDC)

Reuben Ford

Research Director at Social Research and Demonstration Corporation (SRDC)

Shawn de Raaf

Research Director at Social Research and Demonstration Corporation (SRDC)

Kathy Gibson

Senior Consultant/Project Manager for the Tap Tech + People Network DE&I Tech Project

Susannah Machelak

Senior Program Manager at Ministry of Advanced Education and Skills Training

Past Members

Minor attrition of the Governance Committee was a result of organizational leaders moving on from their respective positions for other opportunities. This included the following individuals:

Trish Kelly

Sr. Accessibility Consultant at The Presidents Group

Sasha Hobbs

Previous Chief Operating Officer at First Nations Technology Council

William Johnson

Strategist & Writer previously at Innovate BC



We originally had two representatives from The President's Group in attendance but despite Trish Kelly departing the organization, we were already in the midst of discussing the fact that having multiple members from one organization was too much to ask for in terms of time allocation and resources. In the case of both the First Nations Technology Council and The President's Group, when a Governance Committee member moved on, the organizations ensured that another employee at the participating organization took their place.

Since the launch of the Project, we have sent out several detailed updates to the Governance Committee and received feedback on all deliverables prior to completion. In addition, 9 meetings have taken place on the following dates:

- June 18th, 2019
- October 1st, 2019
- December 11th, 2019
- March 10th, 2020
- June 9th, 2020
- September 14th, 2020
- December 10th, 2020
- April 6th, 2021
- October 7th, 2021

Although the first four meetings were held on site at the Vancouver Economic Commission, we shifted to a virtual approach for the remainder of the Project due to COVID-19.¹ Given that our Governance Committee had known one another for almost two years, we noticed no negative effects on the nature of discussions and the level of trust demonstrated when these meetings took place.

Throughout the duration of the Project, our Governance Committee maintained high levels of involvement through ongoing feedback, the development and approval of language, circulation of materials and posts, and final approval on all deliverables. Outside of the general participation, several members took part in additional initiatives including:

- The [Tap Tech + People Network Diversity & Inclusion Advocacy Series](#), produced by Catchy Consulting Inc.
- HUB Advisory Committee and the specialized sub committees

Formally, the Governance Committee will continue their involvement in Project initiatives until Provincial funding has come to an end in February 2022. The highly esteemed Governance Committee members have been active in ensuring the sustainability of the DE&I HUB through introductions to potential sponsors and many have offered to partner on various DE&I Special Events as we move forward into 2022. We also have a few our Governance Committee members and/or their respective organizations involved in the DE&I HUB Advisory to ensure ongoing guidance and feedback on the DE&I Resource HUB mandate.

¹ An ongoing global pandemic that resulted in a global lockdown and a series of health and safety measures being introduced.

3 | Project Manager Summary

3.1 | Key Insights, Lessons Learned & Final Thoughts

PILOT | Training Programs ('Inclusive Change Agent' and 'Inclusive Leadership', in collaboration with Refinery Leadership)

The Refinery training programs received overwhelmingly positive feedback. Many of those in attendance expressed that they would implement their learnings within their own organizations and day to day activities. The content was seen as strong and impactful. Participants reported that the guest speakers and facilitator were excellent; this sentiment was captured through informal feedback and the formal evaluation process.

Cohort 1 training was disrupted by the pandemic outbreak. After a delay, the course was resumed online. Cohorts 2, 3, and 4 did not experience a shock when shifting to online learning, as they had nothing to compare it to like Cohort 1.

The guest speakers in Refinery sessions have been a valuable asset and enhanced the sessions. This approach was replicated with the co-facilitators in Inclusive Organizations Executive Training sessions; utilizing Chastity Davis-Alphonse and Chanelle Tye, who originally presented with Refinery.

The days allocated for training were reduced due to ongoing feedback around the time commitment. Inter-session calls were introduced to combat the long wait between sessions. However, the latest cohort expressed that the guest speaker segment seemed rushed and there were mixed reviews with the calls. In any future sessions, the time allocated for each topic and the focus of the calls may need to be reviewed and considered.

To have the time commitment viewed positively (rather than taking away from working time), pre-work to onboard people into these valuable sessions is being considered.

PILOT | DE&I Audits

Feedback from employers was overwhelmingly positive.

The selection process for participating companies was concentrated on the size of organizations, growth projections, subsector, location, and commitment from leadership/resource allocation toward DE&I. To ensure impact, all of these factors are vital in determining who receives these audits.

With the Black Lives Matter (BLM) movement and other current events, organizations/companies seemed more willing to reflect and make changes.

The submissions for audits have been significantly higher than the availability of spots. The extension of the project allowed for more opportunity in the sector and a higher impact.

PILOT | Training Program 'Inclusive Organizations - Executive Training'

There is an enormous amount of emotional labour for co-facilitators with the session being designed for impact in a short delivery time, the act of sharing personal and lived experiences, and taking on microaggressions for the learning of non-Indigenous peoples. Tap Tech + People Network is sensitive to the fact that it was uncomfortable to present such tremendously powerful and tragic content in a condensed form. Our Indigenous facilitator took pause to acknowledge this during the session and addressed her ancestors.

The representation of individuals attending the training programs was not tracked. The sessions offered were predominantly directed at C-Suite level positions, which are predominantly filled by white men. This is a notable opportunity for ally-ship initiatives for attendees.

Much of the feedback received included requests for more tactical implementation information. What has been learned is that there are key steps that need to be followed to enhance retention of employees from underrepresented groups rather than just checking a box on representation, this includes:

1. Awareness building and foundational education
2. Establishing organizational readiness
3. Building out tactical plans and 'how-tos'

With each session, tweaks and adjustments were made to the program to ensure the most impact was made.

It was anticipated that C-Suite attrition rates would be extremely high. The risk was mitigated by overfilling sessions to account for dropout rate. It was a significant amount of work to track and deal with the changes, although expected

PILOT | Video Vignettes

The goal of sharing the video vignettes among the K-12 school system was reached when the content was shared in the "Learn" newsletter that reached 65K certified teachers, guidance counsellors, and principals in June 2021.

Episodes #7 and #8 are focused on subsectors of tech that are attractive to the younger demographics (VFX and Social Media). After the final video release, our contact at the Ministry of Education will again be engaged to circulate the episodes.

There was a shift in contacts at True Calling Media, with two Producers going on Maternity Leave in a short period of time. This change in points of contact resulted in delays in releases and missed information, but overall, the content and circulation of the videos remained strong.

PILOT | DE&I Resource HUB

Although sourcing content was originally more difficult than assumed at onset, the HUB has experienced an incredible influx of content being submitted.

With over 400+ resources available on the site, we are still sourcing content targeted toward BIPOC, succession planning, and ageism. New materials are being assessed for inclusion regularly.

Search engine optimization is key to ensuring high site performance and requires key words and analysis for each tool and resource on the site.

Social media posts are crafted based on new content being added to the HUB on a weekly basis.

The HUB Advisory Committee and various subcommittees have been introduced to ensure there is strong involvement from volunteers to reduce content gaps, improve site performance and provide valuable insight for potential changes. In addition, several experts from underrepresented populations were provided an honorarium to share their expertise around the subject matter.

DE&I Special Events have allowed for a unique opportunity for sponsors and project partners to become involved in driving awareness and traffic to the HUB while covering important topics in the sector.



PILOT | Benchmarking

The Diversity in Tech data has become a key talking point amongst other areas of the project (training programs, video vignettes, etc.) and will continue to act as a strong force in exemplifying the need to increase representation in the sector.

The 'Year 1' data was shared with the Coalition in 2020 and then launched publicly with a press release on February 3, 2021. The 'Year 2' data is set to be launched on November 9, 2021, with a Coalition meeting planned to share the results.

Tap Tech + People Network has made extensive efforts to support organizations in measuring diversity data for the first time (e.g., Benchmarking Toolkit). We are expecting the data set to continuously grow over time as more companies feel comfortable asking their employees to self-report.

A number of press opportunities arose from the release of the Diversity in Tech Dashboard data, including: Interviews with members of underrepresented populations to speak on the project initiatives and needs in the sector, a podcast episode with Stephanie Hollingshead, and featured articles from media outlets.

Pilot Evaluation

Following the training sessions, it was not possible to run focus groups in light of Project pivots due to COVID-19. A strategy was implemented around introducing surveys to collect feedback.

It required extensive follow up to ensure project participants completed the engagement survey, along with the training survey for any attendees. With that in mind, a considerable amount of positive feedback was received with a number of individuals willing to provide anonymous quotes on the impact it has made on their respective organizations.

Due to constraints of COVID-19, SRDC had a few hours contracted in the original work plan that were unused. They have allocated the additional hours to run a secondary engagement survey to further track the aspects of the pilots that participants are engaged with and how they connect



4 | Diversity & Inclusion Coalition

The DE&I Coalition was developed at the inception of the Project to raise awareness around the overarching need to increase representation and inclusion of under-represented populations in the tech sector. Throughout the project, the Sr. Project Manager / Consultant had numerous meetings (phone, Zoom and in-person) to share information on the pilots and Project objectives. Over 550 people across the Province of BC selected in, wishing to receive updates, participate in various opportunities to engage with the Project and help share out the objectives in whatever way they could. Through frequent communication and engagement, the Coalition has allowed for the Project to continuously build momentum and gain new interest. This vast network is inclusive of all sub-sectors of tech, with the majority of individuals being C-suite executives and HR practitioners within the Technology sector of British Columbia.

Other Coalition members include:

- Tech sector employees who have an interest in DE&I
- Representative from partner / supporting Associations (both regional and sub-sector of Technology)
- Not-for-profit and service providers of under-represented populations

Members of the Coalition were attracted and engaged through various means, including social posts and introductions from existing members. Since the last Interim Report, we have seen an increase of over 25% in membership, bringing us to a total of 552 members as of October 1st, 2021. The ongoing increase of members has been primarily due to continued engagement through our various communication channels:

- 95 Newsletters - inclusive of CEO Updates
- 19 Coalition Engagement email Updates
- 6 Coalition Meetings
- Multiple web-based Project update calls at onset of Project (5-14 participants per call)
- Calls to action via social media
- Ongoing inquiries, queries, and feedback
- Emails, calls and in-person meetings with Project Manager

The ongoing updates and announcements were well received by Coalition members, with existing individuals on the mailing list often making introductions or expressing their appreciation.

"Hi there - wanted to reach out and express my gratitude for these emails and resources. It's very valuable for my own development and growth, as well as development of the organization I work with."

- DARIA BUKREEVA, DIRECTOR OF PEOPLE EXPERIENCE AND DEVELOPMENT AT DOMAIN7

A number of Coalition members have also joined sub-committees and/or focus groups to provide further input, feedback and guidance to various aspects of the Project. This model has continued with the DE&I Resource HUB itself with nearly 20 engaged stakeholders who are eager to assist in the future enhancement of the site and DE&I objectives.

Due to COVID-19, the possibility of large in-person meetings was impacted for most of the Project. Having to adapt to a virtual environment for all forms of meetings posed some challenges, including:

- Ensuring engagement
- Dissociation
- Lack of human interaction
- Screen fatigue
- In-person communication gaps

Throughout the Project, we continued to tweak the way in which meetings were delivered to address the pain points associated with connecting online. We've had 20-25% of Coalition members register and attend the various Coalition meetings hosted by Tap Tech + People Network (see [Appendix A: Coalition Meetings](#)).

Our final Coalition meeting will take place mid-February. This will be the last formal meeting before provincial funding comes to an end and we anticipate high attendance from our Coalition members. To ensure the sustainability of the successful Project pilots, the goal is to maintain regular contact with Coalition members through the following channels:

1. Quarterly newsletter
2. Social communications
3. Tap Tech + People Network outlets

These updates will be centered around content releases, updates, and learning event opportunities related to the DE&I Resource HUB. Sustainability efforts and engagement will continue to flow through the DE&I HUB with the intention to continue to secure the necessary funding to host various learning events in the future. During the project, Tap Tech + People Network also launched a Diversity, Equity and Inclusion Special Interest Group (SIG). The intention moving forward will be to coordinate efforts with the DE&I Resource HUB to further the implementation efforts within organizations after learning events.



5 | Pilots

5.1 | DE&I Training | Change Agent & Inclusive Leadership Programs - Refinery Leadership

- **August to September 2019:** Discovery - **Complete**
- **September to October 2019:** Co-creation of Curriculum with Governance Committee - **Complete**
- **November 2019:** Curriculum #1 to be Submitted to Province - **Complete**
- **January to March 2020:** Delivery of Cohort 1 & Evaluation - **Complete**
- **September to December 2020:** Delivery of Cohort 1, Module 2/3 & Evaluation - **Complete**
- **January to March 2021:** Delivery of Cohort 2, Module 1/2/3 & Evaluation - **Complete**
- **April to July 2021:** Delivery of Cohort 3, Module 1/2/3 - **Complete**
- **May 2021 to July 2021:** Delivery of Cohort 4. Module 1/2/3 - **Complete**

All Cohorts of the Inclusive Leadership Program and Change Agent Program have successfully been delivered. A sample of registration communication used for all modules can be found in [Appendix B: Registration Details - IL & CA Programs](#).

COHORT 1	Inclusive Leadership Dates	Change Agent Dates	Delivery
MODULE 1	January 29th-30th, 2020	February 10th-11th, 2020	in-person
MODULE 2	September 16th-17th, 2020	October 6th-7th, 2020	virtual
MODULE 3	October 29th-30th, 2020	November 24th-25th, 2020	virtual

COHORT 2	Inclusive Leadership Dates	Change Agent Dates	Delivery
MODULE 1	January 12th, 2021	January 13th, 2021	virtual
MODULE 2	February 9th, 2021	February 10th, 2021	virtual
MODULE 3	March 9th, 2021	March 10th, 2021	virtual

COHORT 3	Inclusive Leadership Dates	Change Agent Dates	Delivery
MODULE 1	April 29th, 2021	April 30th, 2021	virtual
MODULE 2	May 28th, 2021	May 27th, 2021	virtual
MODULE 3	June 28th, 2021	June 29th, 2021	virtual

COHORT 4	Inclusive Leadership Dates	Change Agent Dates	Delivery
MODULE 1	May 4th, 2021	May 6th, 2021	virtual
MODULE 2	June 7th, 2021	June 8th, 2021	virtual
MODULE 3	July 13th, 2021	July 14th, 2021	virtual

The organizations who participated in the Change Agent and Inclusive Leadership programs were from many sub-sectors of tech including, but not limited to: Clean Tech, Life Sciences, Biotechnology, Telecommunications, Information Technology Communications, Digital Entertainment & Interactive, inclusive of Computer Games, Software, Animation and Visual Effects.

Participant Roles for Change Agent Programs:

- Vice President of Human Resources
- Human Resources Team Lead
- Senior Talent Acquisition Partner
- Vice President of Human Resources
- Inclusion Advisor
- Human Resources Analyst
- People Experience Specialist

Participant Roles for Inclusive Leadership Programs:

- Human Resources Manager
- Vice President of People
- Vice President of Operations
- Director of People Operations
- Vice President of Marketing
- IT System Administrator
- Human Resources Generalist
- Total Rewards Specialist



Inclusive Leadership Program Overview

Leaders seeking to expand their awareness around diversity and inclusion in the workplace are invited to participate in our Inclusive Leadership Program. This program is targeted towards leaders open to challenging their own perspectives and creating more productive and inclusive teams. The learning outcomes for this program are:

1. Identify your underlying beliefs, areas of privilege and personal bias
2. Explain the societal and organizational barriers for women, Indigenous individuals, people living with disabilities, and other underrepresented groups such as immigrants, people of colour and members of the 2SLGBTQQIA+ community
3. Apply communication tools that open dialogue and shift perspectives
4. Commit to and practice inclusive leadership behaviors such as empathy, effective listening, and accountable curiosity
5. Identify opportunities to set the conditions for an inclusive environment
6. Search out ways to advocate for underrepresented groups by noticing and reducing bias in organizational systems such as recruiting, and developing staff
7. Describe the competitive advantage and value of diversity & inclusion for your organization

Inclusive Change Agent Program

This program is for HR and organizational leaders with an interest in fostering diversity and inclusion practices within their tech organization. The learning outcomes for this program are:

1. Identify your underlying beliefs, areas of privilege and personal bias
2. Articulate a compelling story for diversity, equity and inclusion
3. Facilitate organizational dialogue on DE&I concepts, psychological safety and microaggressions
4. Apply communication techniques that open dialogue and shift perspectives
5. Identify how beliefs, privilege and personal bias underpin organizational systems such as attraction, recruitment and development and what to do about them
6. Identify the forces for and the forces against DE&I within your own organization
7. Design a systematic approach to build diversity and inclusion best practices for your organization
8. Access information and resources to be able to advocate for underrepresented groups
9. Build a network to support and leverage tech sector learning
10. Apply learning in practical ways between sessions

Feedback for both the **Inclusive Leadership Program** and the **Change Agent Program** have provided valuable insight into the overall success of the training sessions. The overall design choices, along with facilitator skill supported the learning for participants which has led to the delivery of four successful cohorts.

For the **Inclusive Leadership Program**, in the feedback provided, participants spoke to building their knowledge around unconscious bias, microaggressions, psychological safety, the importance of inclusivity and creating safe spaces for everyone to participate and bring their best selves to work. Guest sessions were informative and allowed individuals to learn about diverse experiences and develop understanding and empathy.

“Guest speakers were impactful!”

Additionally, participants spoke to taking action which was the main focus for Module 3. Participants left the program indicating they would use the resources to:

- Implement education and work plans at their own organizations
- Be more intentional in their communication (e.g., recognize the lens and story they make up about situations versus what might be someone else’s reality)

“Be more curious and ask more questions rather than tell my team what needs to be done, giving them the opportunity to learn on their own, try to show more vulnerability and take the time to get to know and relate to others on a personal level.”

- Start DE&I conversations with others, be more open to different perspectives
- Build trust and listen to people’s voices
- Be better leaders by being more present and authentic and championing change in the world

For the **Inclusive Change Agent Program**, feedback provide by participants spoke to learning how to:

- Identify biases in systems
- Improve recruitment systems
- Understand the importance of data and how to use it
- Recognize the stage of their own organization’s journey towards more inclusive environments
- Work collaboratively with peers to identify DE&I in a systematic way

Participants were also supported to learn the impor-

tance of formulating and communicating DE&I strategy in alignment with business and organizational strategy. Participants were given working tools that allowed them to build their knowledge and skills to initiate and/or support DE&I work within their organizations.

“Today’s session helped a lot with confident communication of DE&I. The idea that I don’t have to be an expert to make change is the space is a hang up I often have, and this allowed [me] to silence that and allow me to speak up more within my organization. Today’s session allowed for a background on why DE&I is so important and generated some great places to start in being an ally.”

For **both programs**, much was said about how both the design and the facilitator supported the participants’ learning.

“Julie is an amazing facilitator who is very knowledgeable and created a safe space and openness for all of us to share and learn from each other.”

The programs were designed to allow people to connect in meaningful ways with activities that created psychological safety. It was key to have a facilitator who was able to show up humbly, be authentic and balance the voices to enable relationship building and demonstrate a solid understanding of DE&I.

“Julie is an amazing presenter and I feel like I take away so much from these workshops. It’s not someone talking at you it’s about learning and growing together and learning from each other which I think is just so unique from other workshops and presentations I’ve gone to in the past.”

Guest speakers and intersession calls were introduced in Cohort 2 and became a consistent part of all proceeding sessions. Guest segments had representation from various equity-seeking populations including Indigenous people, women, people of colour, people with

disabilities, 2SLGBTQQIA+, and newcomers to Canada.

“The speakers were fantastic - I thought it was really interesting to have them all there at the same time since they all were sharing their own unique messages, but they had some similar threads. It was really helpful in tangibly showing how each unrepresented group is unique and shouldn't be lumped together, but at the core, there is a lot of similarity in how we can be allies.”

This aspect of the program was carefully designed to create safer spaces for everyone to learn and understand diverse perspectives. Discussions focused on understanding bias and barriers for these groups and being able to respectfully ask questions to deepen knowledge. The “Canadian History through an Indigenous Lens,” portion of the program was particularly powerful given the public attention around the residential school system and historical treatment of Indigenous peoples.

“Our organization has a desire to focus our work on improving representation of indigenous people in tech but were immediately leaping to scholarships and internships. Chastity's session was the light bulb moment for me that our first step needs to be educating our team on the history before we can launch a program like this.”

Intersession calls created opportunities for richer dialogue, relationship building, and learning in small groups. The calls were intended to have between 4-6 participants from each cohort connecting on what they learned to discuss challenges relevant to their situations. Although not all participated in the intersession work, for every group there were at least 2-3 people. This demonstrated courage in having these tough conversations and provided further learning for their small group discussions.

All cohorts were run with the same design principles and intention. Adjustments were made to both programs based on the valuable feedback from partici-

pants who attended the sessions. Tools were enhanced, guest segments were spread over two modules versus one, increased reflection was added for the leadership action plan and a truncated section on good strategy all led to very consistent feedback for the programs.

Virtual Learning: By Module 3, the challenges of being in a virtual space seemed to diminish slightly based on the recognition that virtual was the new reality. Howev-



Challenges faced throughout the delivery of both programs included:

er, participants did speak to a full day being tiring in a virtual setting. Many suggested breaking the sessions into ½ modules spread over a longer period of time.

Intersession Calls: The days of the program were reduced from 4 to 3 days with intersession calls in between modules. The intent of the intersession calls was to speak about actions participants had taken as a result of the previous module's learning. Each participant was given a challenge at the end of the modules and expected to share what they learned. This was met with mixed accountability, some participants fully engaged in the intersession work and came prepared to share, while others didn't. Future cohorts also provided mixed reviews around the intersession calls and work.

Strategy Work - Change Agent Program: For the Change Agent Program, the strategy section posed some challenges for participants. Upon review of the cohort positions, the facilitator assumed that strategy was not something they would likely have encountered at their stage of career. The Change Agent program was predominantly filled with Human Resource professionals, only some of which would "have a seat at the table" or the ability to influence business decisions. This section, while important, was above the level of experience most participants had.

Missing Voices: The initial program learning objectives did not include people of colour. With the significant impact of the Black Lives Matter movement and the influence of U.S. current events, there was a recognition that understanding around people of colour and the barriers they face should be included in the learning objectives. The challenge was to work quickly to find a guest who could contribute during the small group sessions who could and was willing to share their lived experience as a person of colour.

Indigenous Facilitator Fees: The segment on History Through the Indigenous Lens by Chastity Davis-Alphonse is one of the best parts of the program according to participants. Chastity creates awareness and learning in a profound way. The challenge and concern going forward is being able to fund the expertise and unique delivery experience Chastity brings, as she is difficult to secure and in very high demand.



Ongoing mitigation strategies were introduced to counteract the challenges being faced:

1. Intersession calls were modified for later cohorts. For the Inclusive Leader program, the intersession assignments were clearer and provided as optional so that those who weren't prepared didn't feel obliged to attend. For the Change Agent program, intersession calls moved towards specific topics for discussion and were supported by a DE&I expert currently working in an organization. The two intersession calls focused on data collection and Employee Resource Groups. Review of feedback from both programs suggests that focused topics versus sharing out intersession activities or work was more beneficial for participants. Intersession calls and design should be reviewed for any future sessions.
2. The strategy section was significantly reduced, and the time was replaced with the "work of DE&I". The time was spent in a collaborative working session, where participants learned all the potential work of DE&I and then were taught about choosing the right work, based on where their organization was at, and what would matter most. Good strategy was introduced to support participants' development but in a more succinct way. Feedback suggests this was effective.
3. Refinery leveraged its client list to find a Senior Human Resources Leader who was a person of colour to contribute to the program. This enabled some time to source other guests for future cohorts. Refinery was able to leverage participants from past programs who clearly showed passion and enthusiasm for the work of DE&I, understood the intentions and design of the program, and could contribute lived experience to the guest segments.

Key Takeaways from Participant Evaluations: Inclusive Leadership Program

PROS

Understanding privilege, identities and unconscious bias

Being able to share and listen to perspectives within a safe environment

Julie was a great facilitator who did a great job with engaging the audience

LESSONS LEARNED

Some of the exercises did not resonate with attendees or were hard to follow

The delivery and digestion time for information provided by guest speakers should be adjusted

"I will be sharing learning with the rest of our management team, sharing insight on the day in our team huddle tomorrow, and will be mindful in my upcoming interviews of some of my unconscious bias. I will go into conversations with the goal of listening (and listening for what is not being said, values, facts, etc.)"

"Thank you so much!!! I've been so excited to participate in this course. And it was beyond my expectations! I've got so many notes to take back and share with my workplace diversity and inclusion committee."

Key Takeaways from Participant Evaluations: Inclusive Change Agent Program

PROS

Real life experiences of guest speakers were impactful and meaningful

Large and small group discussions were great for real and unstructured conversations

Learning about understanding personal identity, privilege, and bias

LESSONS LEARNED

The Zoom and emotional fatigue by the end of the sessions due to the complexity of the content shared

Guest speakers felt rushed and crunched for time toward the end of the sessions

“Excellent session! I was engaged the whole day (which is a challenge in a virtual world). Appreciated the opportunity to also make some connections. Great content. Safe environment.”

“I really appreciated the way you gradually made us feel comfortable on the call, encouraging interaction without forcing it. Breaking us up into small rooms at the beginning was very helpful as an ice breaker. I very much felt that I was in the learning zone, a tiny bit in the panic zone at the end when we were sharing our take aways, but I wanted to be courageous. :)”

The most valuable feedback summary that can be provided from all programs and cohorts was the overarching theme that participants were:

- Engaged in learning
- Challenged to continue their learning beyond the program and,
- Take their desire to learn back with them to their own organizations to initiate much needed change

As the program progressed, it became clear that there is building knowledge and understanding around general DE&I topics in the BC tech sector. The difference in knowledge individuals brought to the program between the initial sessions and the following cohorts was noticeable in pre-session surveys. For any potential cohorts in the future, a design review may be required to go deeper on topics that are now more familiar to the mainstream population such as psychological safety and unconscious bias. Many leaders entering the program felt the pressure to be an expert in DE&I to initiate anything within their organization. The program taught them they didn't have to be an expert to start the conversations and engage others to learn together.

Although powerful, the guest segments are dependent on thoughtful selection of the speakers to ensure the guests have lived experience and are clear on the outcomes for the small group dialogue. More work is needed to source guests who can add depth to the program. Through the continual development and adjustment of content, it is possible to promote learning and great dialogue in the virtual space if it is done well and seamlessly.

In the post-training follow up survey completed in September 2021 (see [Appendix C: Post-Training Survey Results - IL & CA Programs](#)), most participants expressed that they were able to put something into practice from training. The most common organizational DE&I changes made were initiatives, practices, and policy changes. The positive feedback continued, even months following the session:

“This was amazing training. Anyone I know who took it, said it was some of the best DE&I training they got for work. It also connected so many people in a broader industry. Well worth it for me and others I know!”



5.2 | DE&I Training | Inclusive Organizations | Executive Training - Tap Tech + People Network

- **April to May 2020:** Discovery - **Complete**
- **June 12th, 2020:** Curriculum #1 to be Submitted to Province - **Complete**
- **August to November 2020:** Co-creation of Curriculum with Facilitators - **Complete**
- **January 28th, 2021:** Delivery of Session 1 & Evaluation - **Complete**
- **February 11th, 2021:** Delivery of Session 2 & Evaluation - **Complete**
- **March 4th, 2021:** Delivery of Session 3 & Evaluation - **Complete**
- **April 20th, 2021:** Delivery of Session 4 - **Complete**
- **May 18th, 2021:** Delivery of Session 5 - **Complete**
- **June 8th, 2021:** Delivery of Session 6 - **Complete**

The initial discovery process included a survey which was vetted by the Governance Committee and sent out to a number of individuals who have been involved in the Project. The questions selected were first sent to the SRDC for feedback and guidance. See [Discovery Survey Questions in Appendix D](#).

Results from the survey showed that individuals want their executives to understand the benefits of implementing DE&I practices and have them prepared with tangible action items that can be directly applied to their organizations (see [Discovery Survey Results in Appendix D](#)). The decision to include co-facilitators was made to ensure that the program offers a diverse range of perspectives, providing attendees with real life experiences to deepen their understanding of underrepresented groups. With feedback from the Governance Committee and other key stakeholders, we chose to work with **Chanelle Tye** and **Chastity Davis-Alphonse**.

Chanelle Tye

Chanelle Tye is a dynamic and engaging equity facilitator and coach. A trained educator pursuing her Master of Education in Equity Studies at Simon Fraser University, she brings a deep knowledge of systemic oppression, power, and privilege and specializes in the areas of anti-racism, sexual orientation, and gender identity (SOGI). As a queer of colour, she uses her lived experience and academic learnings to inform her work with educational, non-profit, and governmental agencies. She has most recently been the provincial SOGI Education Lead working closely with British Columbia's Ministry of Education to support safe, inclusive schools for all children and staff. Chanelle uses humour, conflict-resolution strategies, and participant engagement to ensure safe learning environments for novices and experts in social justice issues alike. She is based on the unceded and rightful territory of the Skwxwú7mesh (Squamish), səliwətaʔt (Tsleil-Waututh), and xʷməθkʷəy̓əm (Musqueam) peoples.

Chastity Davis-Alphonse

Chastity Davis-Alphonse is the Principal/Lead Consultant for Chastity Davis Consulting, committing her life purpose to facilitate the building of bridges between Indigenous and non-Indigenous people. She is a proud member of the Tla'amin Nation, with a diverse background of European and First Nation descent. She is passionate about keeping her First Nation culture, traditions and values as part of her life. Chastity is the Chair for the Minister's Advisory Council for Aboriginal Women, past-Director on the Board of Minerva BC and Chair for the Indigenous/Reconciliation Council at the Vancouver Symphony Orchestra.

With influence from the co-facilitators and Governance Committee, the curriculum was developed by our Project Manager, Kathy Gibson. Tap Tech + People Network had upwards of 17 versions of the original curriculum, making adjustments as more powerful feedback or examples were provided. The goal was to ensure that content being delivered was the most impactful it could be, in the limited window of time allocated for these sessions. Through feedback from participants in all six sessions, it is evident that we made the right selection of co-facilitators who have real life experiences to draw from in their delivery.

“Chastity and Chanelle’s very brave and personal account of their personal experience with DE&I forced me to honestly evaluate my behaviour, practices and reflect on the work that I am capable of doing.”

The SRDC survey was shared with all participants at the end of each session. There was a high risk of not receiving any feedback from this audience due to the lack of time availability for C-Suite executives. Several mechanisms were implemented to enhance participation:

1. The survey link was provided via Zoom chat during the session.
2. Participants were actively encouraged to immediately open the survey through the post-training materials email follow-up.
3. A LinkedIn message was sent by Kathy Gibson (Tap Tech + People Network's Senior Consultant & Project Manager) to thank each individual participant for attending and request that they complete the survey to improve future sessions.

From the first four sessions, we had an impressive 64% of participants respond to the survey. Outside of SRDC's evaluation, an additional 2 sessions were held bringing the total of Executives who participated in the program to 132. In reviewing final feedback, a few key points stood out in the SRDC Final Phase Evaluation Activities Report:

- 84% of participants found the training either extremely useful or very useful.
- 98% of participants indicated that the topic of societal and organizational barriers faced by underrepresented groups was covered very well

Although the current evaluation approach was formative and focused on short term impacts only, future work could see an expansion of the scope to include longer-term outcomes. For example, a summative approach could assess the impacts of the project activities on increasing the number of underrepresented workers in the BC tech sector. Essential in this potential future project would be the inclusion of the perspectives and experiences of underrepresented workers themselves with the impacts the project activities.

Participants were willing and eager to share feedback (see [Post Training Survey Summary Results in SRDC Final Phase Evaluation Report](#)) either through the SRDC survey or directly to stakeholders within the project.

For example:

"Thank you for facilitating this seminar. Although I left very overwhelmed by the discussion and information that came up, I would say that I am much more educated on the different dimensions of diversity and inclusion. I am reflecting on my role within diversity and hope to be much more confident in exploring different strategies moving forward."

"Congratulations on putting together a strong, authentic, informative, relatable, and relevant training session. It is really, really good. Chanelle and Chastity were awesome! They presented a LOT of info in a short period of time. And it didn't feel super rushed! And the way they communicated made the info accessible."

"I was very impacted by the history and information shared with regard to the marginalization of Indigenous peoples in Canada. A lot to digest and reflect upon. The training was good, and coverage of topics was also good - we've had similar training within our organization so in terms of new learnings on diversity and inclusion for myself personally, it was less impactful, but I can imagine that for someone without the same background, it would be useful."

Informed by input provided by the Governance Committee, participant feedback, and the expertise of facilitators, the trainings opted to focus on securing an authentic commitment to DE&I from tech sector leaders. From this foundation, suggestions for actionable take-aways for organizational change were provided. Without understanding the context of experiences of under-represented populations, they would not be as eager to allocate time and resources to make improvements. With each session, adjustments and tweaks were made to improve the experience for future participants. This included:

- Moving of videos produced for this curriculum from the delivery of the deck into the post-training materials
- Adjusting timing to allow for longer break out groups and conversations between participants
- Creating slides around participant reactions (e.g., avoidance, othering, and shutting down)
- Reworking, reconfiguring, and reducing the amount of content around white supremacy to ensure a healthy amount of time for all topics to be covered
- Balancing the opportunity to learn from one another and have experts share
- Changing the name of the program from “C-Suite Training” to “Inclusive Organizations - Executive Training”
- Introducing a certificate and letter of completion for participants interested
- Adjusting the workbook to better match the flow of the training

Some of these tweaks were made to improve participation, while others were made to improve the output from the program. The delivery of the program was a success, with over 120 executive level members of the tech industry taking part in the sessions. By working with individuals in high-level roles with the willingness and readiness to change, it’s possible to encourage shifts from the top, where budget allocation and business decisions are key.





5.3 | Diversity and Inclusion Organizational Audits - Veza Global

- **September 2019 to March 2021:** Active support/audits to employers - **Phase 1 - Complete**
- **March 2021:** Application process for Phase 2 will commence - **Complete**
- **March 2021 - September 2021:** Selection and completion of additional 16 Audits - **Complete**
- **October 2021:** Veza to report on audit findings - **Complete**

Veza Global was contracted to deliver a total of 32 DE&I audits inclusive of initial funding and the project extension. After the final intake round, a total of 50 applications were received in total. Over 90% of the 32 audits have been completed with a select few that will be wrapped up by mid-December 2021 (see [Appendix E: DE&I Audit Highlights](#)). Careful consideration was given to the selection of the companies based on organization size, growth projections, subsector, location, commitment from leadership and resource allocation towards diversity and inclusion.

Companies from across British Columbia (Metro Vancouver, Thompson-Okanagan, and the Kootenays) were selected for confidential audits. This included various sub sectors of tech:

- Interactive Entertainment (VFX, Animation, Video Games)
- CleanTech
- Information and Communications Technologies
- Machine Vision
- IT Consulting (Projects, Licensing and Managed Services)
- Product Design Agency
- Cyber Security
- Software Development
- Financial Technology (FinTech)

- Education
- SAAS
- Life Science
- Fintech

Most of the organizations that participated ranged between higher levels of commitment to the lower championed stage of diversity and inclusion. Generally, they had either a very small or a non-existent Human Resources team. Oftentimes, one person would be leading the DE&I initiatives as a percentage of their workload.

At the time Veza initially signed the contract with Tap Tech + People Network, the scope of the audit was limited. However, as the audits progressed and we began to experience societal unrest around the Black Lives Matter (BLM) movement and the discovery of thousands of unmarked graves at several Residential “Schools”

across Canada, it was important to increase the scope to provide a more comprehensive audit, provide more educational opportunities to the organization and provide more consulting time. There was also a need to develop a stronger communications strategy to deal with the increased need from staff for leaders to respond to current societal unrest. The version of the audits that took place toward the end of Provincial funding included an expansion from the original 8 hours allocated to each organization (audit, kickoff, and 2 hours of consulting) to now include 20-22 hours per client, which is focused on:

- Use of organizational assessment measurement tool to develop a benchmark of how well the organization is doing on EDI
- Kick-off meeting with the client
- Audit of HR and employer brand processes/practices
- 1-hour audit review meeting
- 2 hours consulting
- Detailed report of recommendations and findings
- Roadmap to move forward

The delivery of audits has been progressive and responsive to the evolving needs of organizations. As the pandemic hit, organizations started to focus on mental health and how that was impacting their employees, along with inclusive remote and hybrid working models. As the Black Lives Matter movement began, organizations were requesting audits to include a focus on human rights and how leaders respond to the call of inclusivity in an aligned and purposeful manner, rather than be performative. Then as the anti-Asian hate crimes increased in BC and the graves of the Indigenous children who attended Residential "Schools" were found, organizations started to shift their focus from reviewing policies and processes to understanding what type of training and/or support to offer leaders around these sensitive topics. The increase in attention around racism, social inequality and violence against underrepresented populations made the importance of DE&I work an ongoing conversation within the tech sector and beyond.

Throughout the duration of the project, there were a few organizations who had to de-prioritize diversity equity, and inclusion due to the challenges posed by COVID-19. This included:

- A lack of resources and bandwidth internally
- The shift from in office activities to a work from home model
- Limitations around financial commitments to DE&I
- Impacts to business viability due to uncertainty

In some of these cases, this resulted in organizations deciding to withdraw from the pilot or take part at a later date. For others, this meant only being able to move forward with recommendations through the funded audit and free resources available on the Resource HUB. The lack of financial commitment from some organizations leaves uncertainty around whether or not the DE&I recommendations suggested by the audit will be actioned. However, despite the potential roadblocks faced, many of the participating organizations are agile and can overcome the barriers that are presented to them. Through the delivery of each audit, there are a number of key takeaways that were consistent:

1. There is a lack of understanding around where to source qualified underrepresented Talent
2. Organizations are unsure of how to address culture-add² during the employee life-cycle process
3. Employers need to take into consideration the historical and current events that affect the ongoing experiences of underrepresented populations when establishing DE&I initiatives

2 The addition of a new perspective and diversity of thought to a team rather than trying to have them fit into an existing culture which is perpetuating current cultural and organizational systems that exist.

With a growing attention to the importance of diversity, equity, and inclusion, it is anticipated that the demand for available resources and support will continue. The overall feedback of the audits was overwhelmingly positive with organizations willing to provide testimonials on their experience:

“We were very grateful for the opportunity to work with Vera Global sponsored by the Tap Tech + People Network. Going through the audit process was a valuable experience for us to take a step back and look at many of our internal processes, documentation and systems through an EDI lens. The audit report was a great artifact to sit down and review with senior leadership and helped to facilitate many discussions around topics we had not deeply discussed before. The benchmarking score was another helpful tool to understand how far along in our journey we are against our peers and provide us with clear goals to aspire to. Overall our experience taught us a lot and I would highly recommend the Veza team and the process to any organization looking to challenge their existing EDI work.”

– NATANIA MATHANY, VP PEOPLE & CULTURE, A THINKING APE ENTERTAINMENT

“The audit report is very rich and the feedback was very detailed; directed to each process we gave them. It will help us immensely as we build our strategy...”

– JAN LASHILEY, HR VP OF BALLARD

“Manpreet and her team at Veza Global provided us with excellent feedback that confirmed we were on the right track with our DE&I strategy. They provided us with feasible recommendations that will take our DE&I strategy to the next level.”

– ALEX STUTZ, HR PARTNER AT BLACKBIRD INTERACTIVE INC

“We had the opportunity to work with Manpreet and her team at Veza this year when they conducted a Diversity and Inclusion audit for us. The team reviewed our policies, practices, survey’s, online training documents, hiring materials and onboarding presentations. It was an in-depth and comprehensive review which resulted in a detailed report with thoughtful recommendations. We very much valued the commentary provided and the feedback has generated meaningful conversation in our DE&I committee meetings. We are very appreciative of the time and effort that went into this report! We look forward to continuing to work with Veza’s DE&I experts as we identify and implement initiatives to support our DE&I journey.

– HR TEAM, PLENTY OF FISH

5.4 | Diversity & Inclusion Resource HUB - Veza Global

- **June to September 2019:** Call-out for shared content for HUB - **Complete**
- **June to December 2019:** Hub content curation; building representational content - **Complete**
- **January to June 2020:** Hub content structure & web development support with ImageX - **Complete**
- **June 2020 to February 2022:** Ongoing support related to content curation, community engagement and optimization - **In Progress / Ongoing**

The Tap Tech + People Network Diversity and Inclusion Resource HUB was officially launched at the end of July 2020 in partnership with Veza Global. The HUB has over 400 resources supporting the employee life-cycle of multiple marginalized and racialized groups who are underrepresented in BC's tech sector. The HUB faced initial challenges in procuring content at the onset, however, that was remedied through greater support from various stakeholders. Many were not ready to share the content as they didn't feel they were the "experts." This allowed for conversations around what is needed in the sector and the type of support they could use. There have been concentrated efforts to ensure content is in alignment with the values of the Project and its service to the greater community. The content on the HUB is updated regularly based on feedback, new submissions, and other sourced materials. There is a strong desire from stakeholders to deepen the resources on the HUB. Many of which are on topics where content is not readily available, for example with ageism and supporting psychological safety or invisible diseases. The tech companies who have a foundation of DE&I are now looking at longevity of creating systemic change. As the Diversity in Tech Dashboard reports on year over year progress and foundational policies are put in place, the sector can rely on the pilots that were established by the DE&I Tech Project to amplify their efforts to create more inclusive environments and improve the representation of underrepresented populations. In particular, the DE&I Resource HUB will act as a catalyst to ensure that organizations have the tools they need to progress on their individual journeys.

The Governance Committee has been influential in providing key insight and guidance to the development and ongoing improvement of the HUB. They asked the hard questions of representation in the content, for example ensuring resources included support for people of colour or ageism.

HUB Advisory Committee & Special Events

The HUB Advisory Committee was introduced in an effort to improve the functionality, optimization and content curation of the site. Diverse representation on the committee has been key to ensure a wide range of perspectives are taken into account when making decisions. Individuals who have volunteered to take part in these initiatives, have expertise around:

- Event Coordination
- Marketing
- Fundraising & Sponsorship
- Communications
- Public Relations
- User Experience/Journey expertise
- Technical SEO

HUB Advisory Committee members:

Anja Lanz

Design Engineer at Society for Women in Science & Technology (SCWIST)

Charlyne Fothergill

Senior HR Business Partner at CTO.ai

Isabelle Kao

People & Culture Manager at RESSAS

Jesse Dallon

Human Resources Director at Piranha Games

Kam Johal

Curriculum Portfolio Coordinator at TRU

Patrick MacKenzie

CEO of Immigrant Employment Council

Laura Turner

Director of Human Resources at Kixeye

Leanne Viola

Director, People & Culture at Hinterland Games

Manpreet Dhillon

CEO/Founder of Veza Global

Melissa O'Connell

HR Director at Central 1

Micaela Evans

Marketing and Communications Specialist at the President's Group

Michele Cadario

CEO Vanguard Strategy, Founder J&M Leadership Network

Monica Zlotnik

HR Generalist at Advanced Intelligent Systems (AIS)

Rachel Maxcy

Director of Talent Management at Ziva Dynamics

Shivam Kishore

Manager, Technology Sector Strategy and Partnerships at Vancouver Economic Commission (VEC)

Zephaniah Wong

Principal Consultant at Axiomatic Solutions Inc

Armaan Haji

University Student

Several sub-committees have been established by utilizing each committee member's unique skill-set:

- 1. Communications and Social Media:** Handling all communications, social media posts and press releases related to the HUB.
- 2. Content Review and Approval:** Ongoing review and approval of content to be put on the HUB.
- 3. Specialized Review:** Reviewing content and identifying gaps with a lens on lived experiences for underrepresented populations.
- 4. Content Curation:** Sourcing and securing additional content and the permissions to post it.
- 5. SEO Optimization:** Reviewing website traffic and analytics to determine best practices and strategy tweaks moving forward.
- 6. Fundraising and Sponsorship:** Building relationships and networking for future sponsorship and fundraising opportunities to maintain the momentum of the Resource HUB.
- 7. Special Events and Workshops:** Organizing and booking special events related to the content found on the Resource HUB.



As part of the project extension, DE&I HUB Special Events were introduced in an effort to raise awareness on important topics, direct traffic to the HUB, and engage sponsorships in an interactive and unique way.

To date, the following events have been executed:

- *Creating an Inclusive Workplace for Individuals with Autism Spectrum Disorder (ASD)* in partnership with Orbital Learning and Focus Professional Services (128 people registered) - June 22nd, 2021
- *Queer in Tech* featuring Sara Martin and Eunice Kajoba (167 people registered) - September 23rd, 2021
- *Canadian History Through an Indigenous Lens* delivered by First Nations Technology Council, Chastity Davis-Alphonse, and Shelley Joseph. Participation made possible by Klei Entertainment and support from DigiBC (over 300 people registered) - September 30th, 2021

Several other events are in the pipeline for the remainder of 2021 and early 2022 (see [Appendix F: DE&I Special Events Calendar](#)). These opportunities are gaining traction and are highly dependent on industry sponsor and interest.





5.5 | Diversity & Inclusion Resource HUB Web Development - ImageX

- **January to June 2020:** Web development of the HUB - **Complete**
- **December 2020 to February 2022:** Maintenance - **Ongoing**

ImageX was contracted to support the web development and ongoing maintenance of the DE&I Resource HUB. The creation and launch of the DE&I Resource HUB went extremely well, although more hours and resources were required for uploading the curated content onto the HUB. ImageX created a template for web development that included representative data, and then Tap Tech + People Network uploaded all approved content and web copy. Prior to development, it was thought that the HUB would only serve as a catalogue of tools and resources. Due to the sizable scope and demand, an extensive number of hours for consideration and consultation were required. The number of Project Management hours required were considerable, due to the significant outreach and review of 400+ resources that were donated to the site. In Spring 2020, additional support received covered the added spending of this pilot.

Ongoing maintenance and support of the HUB has been provided by ImageX (see [Appendix G: ImageX Service Hour Allocation](#)). This has included Drupal updates, bug fixes, change requests, and other business-related initiatives. Key updates or fixes that were acted on:

- Navigation under the 'About' section to open in a new tab
- Increasing the font size on the resource cards
- Security patch updates in Drupal
- Menu text overlap on mobile

Routific Hackathon

Routific dedicated their hack week toward the ongoing improvement of the Resource HUB which was complemented by ImageX via Slack support, development of an extensive SEO report, and the creation of a test environment for enhancements. Key areas of focus included user journey, usability, SEO, searchability, and refinement of the maturity model.

Google Analytics Metrics

From December 2020 to September 2021, there were a total over 23,137 pageviews and 17,941 unique pageviews (see [Appendix H: Google Analytics for HUB](#)).

The most visited pages outside of the homepage include:

1. Maturity Model - 1,684
2. Start Here - 1,104
3. Diversity in Tech Dashboard - 1,068

With regular analytics reports from ImageX, the traffic and patterns of the audience continue to be monitored to further optimize the way in which the website is presented. The information is taken into consideration when planning social media posts and curating content.

TRUE CALLING

5.6 | Awareness, Promotion and Attraction Campaign - True Calling Media

- **June 2019:** Kick-off, work plan - **Complete**
- **June to October 2019:** Pre-production: Research & casting for Episodes 1-3 - **Complete**
- **October 2019:** Casting approvals; Episodes 1-3 - **Complete**
- **October to January 2019:** Production; filming Episodes 1-3 - **Complete**
- **December 2019:** Episode 1 Delivered Final Cut - **Complete**
- **February 2020:** Episode 2 Delivered Final Cut - **Complete**
- **March 2020:** Episode 3 Delivered Final Cut - **Complete**
- **June 2020:** Casting approvals; Episodes 4-6 - **Complete**
- **July to September 2020:** Production; filming Episodes 5-6 - **Complete**
- **October 2020:** Episode 4 Delivered Final Cut - **Complete**
- **November 2020:** Episode 5 Delivered Final Cut - **Complete**
- **February 2021:** Episode 6 Delivered Final Cut - **Complete**
- **June 2021:** Episode 7 Delivered Final Cut - **Complete**
- **November - February 2022:** Episode 8 (exact timing TBD) - **In Progress**

As part of the Awareness, Promotion and Attraction Campaign, True Calling Media partnered with Tap Tech + People Network to produce a total of 8 video vignettes featuring people who have found what they love to do working in the BC Tech sector, so that we can inspire our audience to see the possibilities in their own career and lives. To date, 7 out of the 8 have been completed with the last underway before the Project extension comes to an end.

Originally, the 5th and 6th videos were intended to be filmed during the summer of 2020. It was difficult to source candidates who satisfied the requirements of all relevant stakeholders while falling into the necessary underrepresented populations and subsectors of tech. Casting outreach was done predominantly through emails, cold calling, social media, and networking events. Tap Tech + People Network and True Calling Media both encouraged applicants by reaching out to organizations, business associations and tech companies. The 6th video featuring Fatima Ahmed of Abcellera was released in March 2021. Delays for filming of this episode were the result of several issues:

- Abcellera went public, limiting and delaying their bandwidth for this commitment
- No access to the Abcellera building due to COVID-19
- Sourcing an Airbnb for filming that aligned with the video

Once True Calling sourced an appropriate Airbnb, most of the problems were mitigated but it did introduce additional unexpected costs. To keep costs down, supplementary stock footage was used to complement what was captured with Fatima. Additional measures were taken while filming to ensure the safety of all those in attendance due to COVID-19, this included safety protocols and the use of PPE.

After filming the 7th episode that featured Hatim Hanafi of Hootsuite, the release of the video was delayed due to extensive review of the social media plan and an unexpected announcement of Hatim's departure from the company. Kirsten Sharp, Head of Content Production at Daz 3D, has been secured for the 8th and final episode. All content for the video has been filmed, edited, and approved by the Governance Committee. At the time of writing, we anticipate the release of the video in December 2021.

Through the 'Everyone Belongs in Tech' series, Tap Tech + People Network has been able to cover an aspect of the sector that cannot be reached through employer facing resources, the school system. Project Manager, Kathy Gibson, secured a contact within the Ministry of Education that provided an opportunity to distribute the completed episodes (as of June 2021) to over 65,000 principals, teachers and guidance counsellors in

the province. After the final episode is released, Kathy Gibson will again activate this relationship to share the complete series of videos and spread awareness in the school district. It is anticipated that underrepresented youth will see individuals working in tech with whom they can relate and this may encourage them to pursue a career in the sector. Episodes 4, 7 and 8 are focused on subsectors of tech that may be particularly interesting to younger demographics due to the relatability of the content and industries.

All of the subjects and participating companies have been pleased with the experience and final videos, due to the inclusive, collaborative and respectful approach taken by True Calling Media. In addition to the above, True Calling Media has also been involved in SRDC Review meetings, several update meetings, an all-vendor meeting and a PR/Communications sub-committee meeting.

Episode 1: Sara Teigland - Intermediate Software Developer at Thinkific

Full Videos	Short Videos	Pull Quote #1	Pull Quote #2
Facebook YouTube LinkedIn Twitter	Instagram	Instagram Facebook LinkedIn Twitter	Instagram Facebook

Episode 2: Patrick Rmeily - Pipeline Technical Director at Cinesite

Full Videos	Short Videos	Pull Quote #1	Pull Quote #2
Facebook YouTube LinkedIn Twitter	Instagram	Facebook Instagram LinkedIn Twitter	Facebook Instagram LinkedIn Twitter

Episode 3: Harley Knife - Senior Animator at Yeti Farm Creative

Full Videos	Short Videos	Pull Quote #1	Pull Quote #2	Pull Quote #3
Facebook Instagram YouTube LinkedIn Twitter	Instagram	Facebook Instagram LinkedIn Twitter	Facebook Instagram LinkedIn Twitter	Facebook Instagram LinkedIn

Episode 4: Humaira Ahmed - CEO and Founder of Locelle

Full Videos	Short Videos	Pull Quote #1	Pull Quote #2
Facebook YouTube Instagram LinkedIn Twitter	Facebook Instagram LinkedIn Twitter	Facebook Instagram LinkedIn Twitter	Facebook Instagram LinkedIn Twitter

Episode 5: Katherine Shadwick - Software Quality Analyst at Vancity

Full Videos	Short Videos	Pull Quote #1	Pull Quote #2
Facebook Instagram LinkedIn YouTube	Facebook Instagram	Instagram LinkedIn	Facebook Instagram LinkedIn

Episode 6: Fatima Ahmed - Research Scientist at Abcellera

Full Videos	Short Videos	Pull Quote #1	Pull Quote #2
Facebook Instagram LinkedIn YouTube	Facebook	Instagram LinkedIn Facebook	Facebook Instagram LinkedIn

Episode 7: Hatim Hanafi - Former Program Manager, Strategic Planning & Execution at Hootsuite

Full Videos	Short Videos	Pull Quote #1	Pull Quote #2
Facebook Instagram LinkedIn YouTube	Facebook Instagram	Instagram LinkedIn Facebook	Facebook Instagram LinkedIn

5.7 | Benchmarking Diversity and Inclusion - Mercer

- **August to October 2019:** Kick-off the benchmarking project, focus group and engage the community - **Complete**
- **October to December 2019:** Prepare Employee Communication Toolkit - **Complete**
- **December to May 2020:** Execute communication plan & gather data - **Complete**
- **September to October 2020:** Analyze diversity data and release survey results - **Complete**
- **March 2021:** Mercer Presentation and Panel on Benchmarking for Tap Tech + People Network Members - **Complete**
- **Spring 2021 to Fall 2021:** Data collection - **Complete**
- **September 2021:** Reporting - **Complete**
- **October 2021:** Release of the Year 2 Diversity Dashboard - **Complete**

Mercer was engaged to support benchmarking the current representation of women, Indigenous peoples, people with disabilities, visible minorities, and people who identify as 2SLGBTQQIA+ within BC's tech sector. This baseline data will provide a benchmark to track and measure progress on increasing the representation of these groups within the sector.

Deliverables and project activities have included:

Tools to support members to collect demographic data from their employees:

- Project launch email and member engagement survey
- Communication and engagement strategy
- Summary of options for diversity data collection
- Communication toolkit, including a sample diversity questionnaire
- Information session webinars

Data collection, analysis, and reporting on the demographic data:

- Revisions to the existing compensation survey questionnaire to collect the demographic data on members' employees
- Analysis of the demographic data collected from members
- Preparation of the 2020 and 2021 Diversity in Tech Dashboard
- Presentation of the dashboard results to members at the Coalition meeting

Mercer worked closely with Tap Tech + People Network to make any necessary revisions to the 2021 survey questionnaire to improve the data collection process, administer the survey within the membership, support members in the data submission process, analyze the data collected and publish the compensation survey and high-level demographic data findings. The demographic data for the 2021 Diversity in Tech Dashboard was released publicly on November 9th, 2021 (see [Appendix I: 2021 Diversity Dashboard](#))

2021 DIVERSITY DASHBOARD

HIGHLIGHTS

DIVERSITY INCLUSION TECH PROJECT

COMPANY-WIDE DE&I GOALS

- 38% of participating organizations reported already having company-wide DE&I goals in place, and
- 43% considering or currently working on goal-setting



PROGRESS WITH BENCHMARKING OUR DIVERSITY



- 27% increase in participation from last year
- 44% more data for the Indigenous demographic
- 88% more data for the 2SLGBTQIA+ demographic

GAPS IN REPRESENTATION

33.2%

Self-identified as women

2.9%

Self-identified as people with disabilities

0.7%

Self-identified as Indigenous peoples

POOR REPRESENTATION IN MORE HIGHLY PAID TECHNICAL & SENIOR LEADERSHIP ROLES

- 41% of employees reported identifying as visible minorities
- This dropped to 19% at the executive level



Overall feedback on the toolkit and the dashboard results were positive. The vast majority of the members had not previously collected demographic data from their employees and appreciated the toolkit materials. The toolkit helped them to launch the data collection effort successfully with materials and messaging that put employees at ease around what the information would be used for and how confidentiality would be maintained. Once the dashboard was published, members appreciated the opportunity to understand how their demographics compare to others in the sector and use this information to plan their own strategies around workforce representation.

Key challenges and insights from Mercer’s involvement with the project include:

1. Members’ readiness to collect demographic data from their employees is varied. Some members demonstrated a high level of interest and engagement in launching this data collection effort while other members were more hesitant. Going forward, continued interaction with members that have not collected this data to ensure that they are familiar with the toolkit materials that can be leveraged to support the data collection efforts and connecting them with other members who have successfully completed this will be of continued importance.
2. The realities of the COVID-19 pandemic and the tight labour market for talent has placed significant pressures on the members’ HR teams in terms of workload and capacity to take on additional initiatives that are not core to their day-to-day HR operations. Again, the toolkit materials can be leveraged, however, some members may continue to struggle to find the resources needed to advance the data collection efforts.
3. Members’ needs for a diversity, equity, and inclusion strategy and point-of-view will continue to grow and gain more importance and visibility at the senior leadership and board level. As the profile of this issue increases, the importance of understanding the current state of workforce demographics will continue to grow. We are optimistic that the volume of demographic data submitted to the survey will continue to grow.

The Governance Committee and a Benchmarking Committee were both key resources in the review and feedback loops on the wording of the data collection questions to ensure that the language and form of questions were clear and aligned with the standard descriptors and definitions of the various demographic categories. In addition, the Committees also provided input into the content of the member toolkit based on their knowledge of communication preferences and norms within the member companies and helped us anticipate and mitigate risks based on their knowledge of the current state of demographic data collection activities within the members. The Governance Committee also reviewed and provided feedback on the dashboard prior to publication.



5.8 | Other Promotional & Awareness Activities

Increasing awareness and attracting new stakeholders has continued to be a strong aspect of the Project. Tap Tech + People Network is actively expanding the approach beyond the video vignettes. A few of the key initiatives incorporated into the strategy include:

- Social posts related to DE&I initiatives and events outside of the Project
- Training opportunities with Tap Tech + People Network that echo the Project's goals
- Stephanie Hollingshead (Tap Tech + People Network CEO) being featured in a BIPOC/ DE&I Resource HUB podcast
- Ongoing press releases on various pilots (5 in total)
- Stephanie Hollingshead being interviewed in a BIV Podcast on diversity in BC's tech sector
- Various re-shares & newsletter acknowledgements across the province from sector partners

There has been a total of 5 press releases issued in response to the various project activities and accomplishments. This includes:

- [More Inclusive Workforce to Advance Tech Sector in BC - May 22nd, 2019](#)
- [Tap Tech + People Network Debuts the 'DE&I Resource HUB', A Free Online Diversity & Inclusion Tool for Businesses - August 25th, 2020](#)
- [Tap Tech + People Network's Inaugural Diversity in Tech Dashboard Survey Poised to Reshape BC Tech Industry Benchmarking - February 3rd, 2021 \(generated over 5.8M views and 121 posts\)](#)
- [Tap Tech + People Network Well-Positioned to Drive Further Inclusion, Equity and Diversity Within British Columbia's Tech Sector - April 7th, 2021](#)
- [Tap Tech + People Network releases 2021 Diversity in Tech Dashboard - November 10, 2021](#)

Speaking Opportunities

To promote the various pilots and resources, Stephanie Hollingshead has taken part in several speaking opportunities including:

- **November 18th, 2020** - The Inclusive Workforce by WES Canada
- **November 24th, 2020** - BC Tech's DE&I C-Council

Google Ad Campaigns

Although not funded through the Project, Tap Tech + People Network engaged a web consultant to run Google Ad campaigns promoting the diversity and inclusion resources to a broader audience. The intent of the ad campaigns was to drive more people to our DE&I Resource HUB, to share information and tools and to promote further diversity and inclusion learning by encouraging people to join the Tap Tech + People Network mailing lists. As of September 2021, 133 people have joined our diversity and inclusion mailing list as a result of these ads.



Social Media

Social media platforms continued to be a strong source of recruitment for Coalition members and Project supporters throughout the project. Through the social accounts held by Tap Tech + People Network, Stephanie Hollingshead, Kathy Gibson and many supporters and partners of the Project, word continues to spread of the impact being made. Messaging around key initiatives and pilots continue to be shared across the province and country (see [Appendix J: Social Media Engagement](#)).

Outside of the deliverables of the Project, Tap Tech + People Network continues to promote existing and upcoming diversity and inclusion efforts in the sector including events, campaigns and organizations:

- PeaceGeeks' Snapp Pilot Program
- Pay Up for Progress by Unbounce
- PromoteHER/Tap Tech + People Network: Leadership Development Program
- Presidents Group (various events and initiatives)
- IEC-BC events
- Minerva events
- Women in Tech Showcase by YMCA
- Diversity & Inclusion Symposium Showcase
- First Nations Technology Council Events



6 | EVALUATION SUMMARY

SRDC is a non-profit research organization created specifically to develop, field test, and rigorously evaluate new programs. For the Tap Tech + People Network's Diversity and Inclusion Tech Project, SRDC undertook a formative evaluation using a mixed methods approach involving quantitative and qualitative inquiry, allowing the Project team to refine and nuance the results into meaningful insights on the processes to inform future activities.

Final thoughts and analysis done by SRDC was submitted through the Final Phase Evaluation Activities Report (see [Appendix K](#)), along with the Final Evaluation Report (see [Appendix L](#)) in Spring 2021. SRDC's formative evaluation of the project demonstrated that Tap Tech + People Network, along with its vendor partners, successfully delivered the five pilot components in a manner that achieved the project's short-term outcomes. The short-term outcomes included: creating a governance committee to guide the project; maintaining a consultative process with sector stakeholders; training leaders and change-makers; producing an operational information HUB of DE&I resources; developing a DE&I benchmark; and increasing awareness and promotion of DE&I in the BC technology sector. While not a focus of the present evaluation, the project has made significant progress toward its longer-term sector-wide outcomes, which include enhancing DE&I activities underway in the sector, increasing awareness, consensus, and dissemination of practical DE&I tools, and establishing a benchmark for measuring and monitoring DE&I in the sector. The project achieved these outcomes by continually improving the project development and implementation through feedback from key stakeholders, all whilst overcoming the challenges of a global pandemic.

The successful implementation of the pilot components that were well-received by stakeholders suggests that this multi-pronged approach of implementing a broad range of pilot initiatives that were developed and refined through continued stakeholder feedback can play an important role in supporting the inclusion of underrepresented groups in the sector's workforce. The evaluation also demonstrated that the pilot initiatives represent a promising model that would benefit from further testing and a longer-term follow-up with participants and stakeholders to determine the project's wider impact on increasing awareness, capacity, and development of diversity and inclusion in BC's technology sector. Key takeaways for project pilots include:



6.1 | DE&I Resource HUB & Audits - Veza Global

Audits

The first round of audits was being completed just as COVID-19 hit, leading a few companies to defer their audit to later in the year, when they had more capacity. The second round of audits was delayed by COVID-19 in order to give companies time to assess their capacity. This delay led to difficulties in scheduling in December, so the final audits were moved to January to accommodate these companies' schedules. The delay in schedule did not impact the overall delivery, which was completed by the end of January 2021. Most companies were set up to work remotely, but some took time to adjust and delayed their engagement due to lack of capacity. COVID-19 delayed but did not majorly impact the audits, as there was room for this adjustment to the schedule.

In the audit application process Veza paid attention to applications from companies which may show promising practices in diversity and inclusion. They made space for companies which have diversity in HR, leadership, and backgrounds. A facilitator to the implementation of the audits was the cooperative companies, some that donated their extra time so that within the initial budget Veza could provide audits to additional companies. Additionally, after the first round of audits and launch of the HUB, Veza was able to streamline the audit process to provide templates and examples from the HUB, and to allow for more meaningful back-and-forth interaction over a period of weeks, rather than the initial one half-day schedule. This adaptation allowed for a more interactive engagement for the final round of audits.

There was the need to manage companies' expectations for the audits. While companies were enthusiastic about the potential for what the audits could achieve, the audits were limited to half days, so likely would not cover all the expected outcomes. To mitigate this risk, Veza began conducting initial consult calls before the audits to assess early expectations and address any issues and manage expectations before the audit began. Moreover, for the second round of audits Veza adjusted

the timing to allow for more back and forth, and to incorporate companies' expectations upfront. The launch of the HUB streamlined the audit process, allowing companies to learn directly from examples and resources.

The demand for audits increased based on the 2020 social climate, leading to sector firms examining systemic racism within their own organizations, which generated greater interest in the audits. In future work, looking into companies that do not necessarily show promising practices should also be considered. It is important to look at the organizations that may not be fully ready to start their DE&I journeys and see how these initiatives could be encouraged.

DE&I Resource HUB

An initial barrier to the creation of the HUB was that from a budget perspective, the content creation and web copy was not accounted for in the initial budget. To overcome this barrier, Tap Tech + People Network negotiated an amendment with the Province to cover this cost, and Veza took on the web copy work. The HUB was not noticeably impacted by COVID-19. ImageX's work on the website design, and Veza's work to compile resources were all set up to be completed virtually. The HUB was ready and launched in August 2020. The only impact of COVID-19 on the HUB was the launch, which was initially planned as an in-person event but was moved to an online event.

The dissemination of practical tools was achieved through the HUB. The website has been very well received by members of the tech sector, showed continued high traffic with increasing traffic through organic searches and has been accessed internationally from 10 different countries. A risk identified for the HUB is the ongoing need to update the platform as well as update and curate content. The risk is that the HUB is a living resource, and if it requires any further development, it may necessitate changes to stay relevant (particularly for subject matter that is continually evolving). To mitigate this risk Tap Tech + People Network reached out to partners and contributors and obtained funding from sponsors to maintain the HUB in the short-term beyond the timeline of the project.

6.2 | Change Agent & Inclusive Leadership Training Programs - Refinery Leadership

Refinery Leadership worked with the feedback from the Governance Committee and the survey of Tap Tech + People Network members to develop training that reflected the needs of participants. COVID-19 impacted the implementation of the leadership training. Both trainings in Cohort 1 had completed the initial two days before March 2020, however the remaining two days were postponed when the pandemic began. Reconfiguring the delivery design took some time and resources, but the remaining Cohort 1 workshops were rescheduled for September - November 2020.

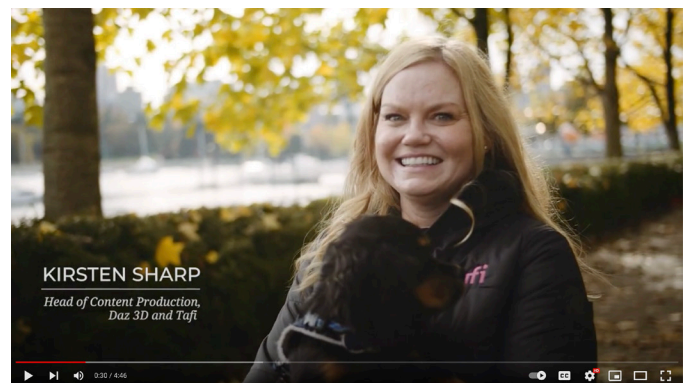
Refinery recognized that they needed diverse representation amongst their facilitators to have an open dialogue based on lived experiences. Refinery recognized that they were not able to provide a diverse staff internally, so they adapted and incorporated external facilitators to provide more inclusive representation. Budget was identified by Refinery as a barrier in terms of finding a facilitator with lived experience and expertise. Refinery dealt with this barrier by using only one facilitator to bring in guest speakers as well as an Indigenous facilitator.

Reducing content from four full days to three days was an added challenge for Refinery to compress the content, but a solution was to move some of the material to pre-training homework, and to add two shorter inter-session calls to supplement the longer training sessions and allow for more time for participants to absorb the material. A risk identified for the Refinery training was that after the training, information would not be applied in the workplace. This was mitigated by encouraging a community network amongst participants to share resources and maintain contact, the dedicated Slack channel was well received by participants. Post-training survey results suggested that participants have applied various learnings to their workplaces.

6.3 | 'Everyone Belongs in Tech' Video Vignettes - True Calling Media

True Calling selected candidates who have stories that speak to their experience of inclusion in the tech sector. Many of these stories show not only diversity but also intersectionality of diverse identities, addressing multiple subsectors of interest identified in this project. Having diverse representation was prioritized above any minor delays in timeline for the final few videos to ensure the best candidates were selected for the final vignettes, to cover the widest range of experiences and subsectors.

True Calling's creativity was a facilitator for the video vignettes, and helped the project overcome challenges with filming locations and content. For instance, an initial barrier for filming in tech offices, was the sensitive/confidential projects that could not be captured by True Calling's videos, which was creatively solved by using an animation reel to provide examples of past work, rather than filming the client working on current projects. Another creative solution was to use the company's media library of corporate video or stock footage to fill in any gaps when the pandemic shut down offices.

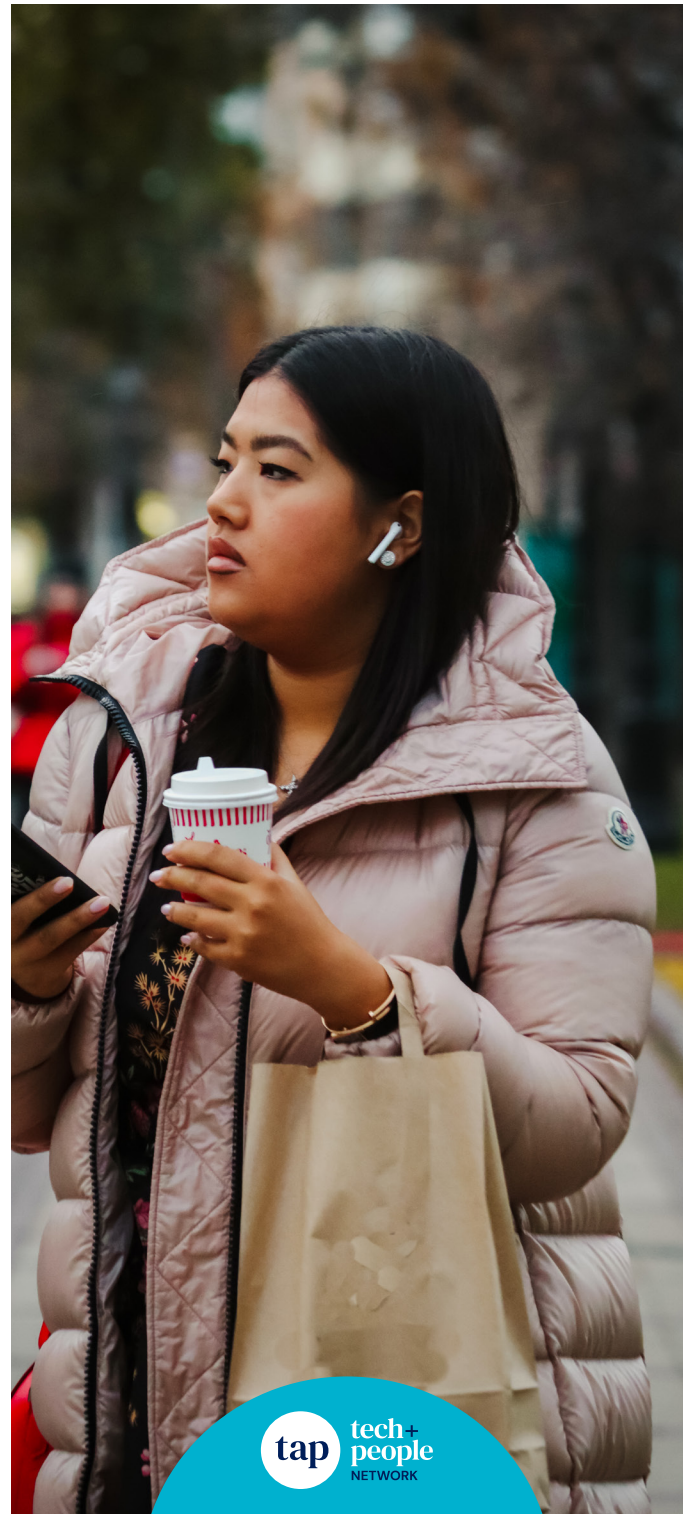


6.4 | Inclusive Organizations - Executive Training - Tap Tech + People Network

Tap Tech + People Network worked with the feedback from the Governance Committee and the survey of Tap Tech + People Network members to develop a training that reflects the needs of technology sector executives. The design and implementation of the executive training was adjusted due to COVID-19. The desire to offer the training in-person and form that personal connection between executive members led Tap Tech + People Network to postpone confirming the design and implementation of the training in case it would be possible to convene in person after the initial wave of the pandemic. However, with the lasting barrier to in-person gatherings, Tap Tech + People Network moved the training to an online format.

In the post-training survey, executive participants appreciated the online format and use of breakout rooms, and some suggested that with the online format the training could be split across two or more days to either provide more time for discussion and/or time to process the information.

The executive training curriculum was designed to provide program learning outcomes which were directly linked to diversity and inclusion including challenging personal beliefs and perspectives and identifying key strategies to promote DE&I.



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INCLUSION**
TECH PROJECT

6.5 | Benchmarking Diversity - Mercer

In the initial phase of the project, Mercer created a draft version of the questions to be included with the Tap Tech + People Network salary survey. There was a series of feedback rounds to incorporate feedback from the Governance Committee and SRDC to ensure the final questions reflected inclusive language and approaches to gathering personal identity data. The toolkit was created based on feedback from the Governance Committee and questions that came out of Mercer's webinar on reporting.

The salary survey data collection had already begun when the pandemic began. It was possible that some companies did not provide data due to a reduced capacity of HR staff or a shift of priorities during the initial phase of the pandemic. However, many companies had already begun collecting the data before the impact of COVID-19 and Mercer extended the deadline to offer flexibility. The analysis and release of the data was not impacted due to COVID-19.

A main risk identified for the benchmarking is a reliance on the willingness for HR staff to get their companies

on board with the diversity benchmarking. To mitigate this issue, Tap Tech + People Network's CEO reached out to those employers who did not participate in the first round of data collection, to better understand their non-participation, and to identify what support could encourage participation in future years. It was suggested that the 2020 climate of social unrest and attention paid to systemic racism has facilitated the discussions of DE&I in some companies, making the benchmarking a priority for future years.

In addition to the two deliverables SRDC provided in May 2021, additional results for the second round of engagement survey results (see [Appendix M: Engagement Survey Results - Round 2](#)) and the 6-month follow up survey were provided (see [Appendix C: Post-Training Survey Results](#)). Information sourced through these surveys is consistent with existing feedback.



7 | Next Steps & Sustainability

As provincial funding comes to an end in February 2022, Tap Tech + People Network intends to ensure viability for continuing these important project initiatives. This will be done through various methods, including:

1. Ongoing networking to secure interest from potential sponsors
2. Maintaining key relationships with existing project sponsors
3. Applying for available government funding when applicable
4. Partnering with organizations who have been allocated funding and whose purpose and values are similar to those of the DE&I Tech project- continuing to leverage the network of engaged audience through our DE&I Coalition
5. Offering DE&I training at a discounted price to organizations
6. Exploring additional opportunities for revenue through the DE&I Resource HUB

With funding sourced through the various means mentioned, Tap Tech + People Network will focus on each of the pilot elements of the project which proved to be successful and essential to increase the attraction, retention, and advancement of underrepresented populations in BC's technology sector. The sustainability of each initiative is outlined on the following pages.

7.1 | DE&I Audits

Transition Plan

Continuing to promote the success of the audits and the strong feedback gathered during the pilot with Tap Tech + People Network and Coalition members, along with the rest of the sector via social media to raise awareness of this opportunity.

A discounted rate for audits has been negotiated with Veza Global and will be periodically promoted to the sector.

Sustainability

This service can still be activated for a fee to organizations. There is also the potential for additional funding or sponsorship to be allocated toward offering audits in the future.

Risks & Mitigations

Organizations having the budget to allocate toward this initiative with the "service for fee" model. A discounted rate will be offered to Coalition and Tap Tech + People Network members to increase the likelihood of companies being able to commit funds for this type of support.

If additional funding or sponsorship is secured, there is the potential to offer audits again free of charge to select organizations in the future.

7.2 | DE&I Resource HUB

Transition Plan

Sector sponsorship will be required for sustainability to ensure the ongoing maintenance and growth of the HUB.

Organizations interested in contributing will be offered various packages that might include:

- Podium time at Tap Tech + People Network events related to the DE&I Tech Project
- Logo placement on the HUB and during training sessions or events
- Customized event delivery in partnership with sponsoring organization
- Mentions through social media posts or in relevant press releases

A “donation” page is being added to the website to allow for smaller, one-time or reoccurring contributions to be made to the HUB.

Volunteers for the HUB Advisory will be recruited to maintain and update the HUB when needed will be crucial in the sustainability and growth of the website.

Tap Tech + People Network is actively looking at hiring a student to assist with ongoing maintenance, taking into consideration the potential grants available in the sector through government funding and/or tech employers.

Exploring additional revenue generating opportunities where appropriate may introduce the potential for establishing the website as a social enterprise.

Sustainability

The HUB Advisory will contribute to ongoing review and feedback around the resources available on the site and potential opportunities that can be explored. Having members with different skillsets and perspectives allows us to build a deeper understanding of what organizations across the province might need to commit to DE&I and how the HUB can support them in their goals.

DE&I Special Events will be held in partnership with supporting organizations and/or sponsors. The purpose of these events is to promote awareness of underrepresented populations and the barriers they face, along with key topics in relation to DE&I. The resources on the HUB will be promoted and encouraged throughout these sessions to drive traffic to the site and highlight useful materials available. Through ongoing networking, we continue to meet potential organizations interested in these opportunities (e.g. we are in discussions with Black Women Business Network for an event in Spring/Summer of 2022, utilizing funding they have been allocated under Gender Equality federally)

We are exploring additional revenue generating opportunities which may introduce the potential for establishing the website as a social enterprise

Sponsors have come to us from ongoing networking. For example, our last sponsor came through an introduction from Invest in Canada.

Risks & Mitigations

Relying on volunteers can be risky, as everyone has their own commitments and time restraints to take into consideration. Ongoing involvement from stakeholders will be necessary for frequent follow-up on action items and recruitment of new volunteers.

The time and effort required to upkeep the website is expensive. Ensuring sector interest is maintained will be crucial for funding, which means regular engagement with project supporters will be vital to ensure that consistent sector sponsorships are incoming.

Curating quality content continues to be a risk for the HUB. Involving a strong number of volunteers from across the sector will ensure that there is an ongoing stream of resources being considered for the website.

The cost of sourcing experienced facilitators and guest speakers for DE&I special events has become an increased area of risk, with increased demand. Important wage/rate considerations including years of experience, areas of expertise, pay equity for those contracted, need to be balanced with dynamic / changeable budgets that are not yet secured, back-end maintenance of the site and community facing resources and learning opportunities.

7.3 | Coalition

Transition Plan

The DE&I Coalition will continue as a staple element in the project initiatives. Although updates and meetings may not occur as frequently, the members of the Coalition will still be the first to receive key information regarding the project (e.g., training, DE&I Special Events, etc.) as it becomes available.

Engaging with the Coalition through various learning opportunities in a Lunch and Learn style has proven to be an effective model for success; we will continue to explore various partnerships for these events. In November of 2021 the DE&I HUB partnered with Innovate BC and delivered a HUB Tour in collaboration with the Innovator Skills Initiative and associated grants. It was very successful, with almost 250 registrants.

Sustainability

Networking with Coalition members will allow Tap Tech + People Network to continue to raise awareness around the objectives and goals of the project, while drawing in new interest for project sponsorship or additional opportunities.

Attraction and engagement will continue to be done through the Tap Tech + People Network website, social posts, and newsletters. A network of networks approach will continue to be a supportive aspect of the Coalition's projected reach.

Risks & Mitigations

Growing the Coalition to its current size and maintaining relationships with the members has taken time and dedication from the Sr. Project Manager/Consultant, Kathy Gibson. A community approach of leveraging networks of networks with key stakeholders of the project has propelled the reach of the project. Without ongoing funding, it may be difficult to ensure the continuity of high engagement and the continued building of new contacts to the network. Sector contributions, one-time donations and potential future funding should allow for more time dedicated to these initiatives.

The maintenance of the Coalition list is in itself administratively time consuming due to regular turnover within the sector. Tap Tech + People Network is committed to utilizing sponsorship dollars to handle the administrative work behind maintaining and growing the Coalition list.

7.4 | Video Vignettes

Transition Plan

After the release of the final video, Tap Tech + People Network will continue to raise awareness of the content through social media posts, shares in newsletters and other forms of networking.

Sustainability

The content will be repurposed to build awareness in the sector over time. On an annual basis, the education system will be engaged to ensure they have the content and can leverage where applicable amongst students.

Risks & Mitigations

Eventually the roles highlighted in the series may not be relevant any longer. Tech is a sector that is always evolving and changing. At some point, it may be necessary to create new content to gain interest in the same way. The production of each video vignette is time consuming and expensive, which would require additional sector contributions or funding to create. Given the positive reaction to the release of these videos from participating organizations, there is the potential to incorporate the release of this content as part of a sponsorship package.

7.5 | Training Programs

Transition Plan

Training programs will be offered on an ad hoc basis based on demand, at a discounted price. By leveraging Tap Tech + People Network's growing membership, the HUB Advisory, and the association's community outreach, connections will be made to organizations that might be interested in participating.

Sustainability

The pilot testing of the training was crucial to understand what organizations are looking for in these types of training sessions. The content delivered will be adjusted to meet the needs and DE&I goals of the participating organizations. Facilitators will be sourced depending on the topics covered, with a likelihood of engaging pilot program facilitators who have had strong feedback from participants.

The training can be offered on a "fee for service" model for the wider sector or on a per organization basis. The training programs were designed so that large segments of the curriculum can be reused so that only a small amount of further development is required.

Risks & Mitigations

There are risks associated with sourcing experienced facilitators and guest speakers for training programs due to availability, costs and securing individuals with expertise, lived experience &/or understanding of the unique considerations of those leaders and workers within the technology sector. It is very important that years of experience and areas of expertise are taken into consideration for compensation while ensuring pay equity for those contracted (similar to the DE&I Special Events).

A risk with the training is the respective maturity of each organization and the unique previous experiences of the participants, impacting how the content is received and integrated. Based on stakeholder observations and participant evaluations a key opportunity in the future could include the creation of various levels of training built to the maturity and readiness of the organizations to action recommendations and implementation strategies.

Our society is always evolving, which includes the way that we approach DE&I initiatives. Although curriculum is already created, it will need updates to stay relevant to current trends and findings. The “fee for service” model will allow for budgets to be allocated to the necessary content changes.

7.6 | Benchmarking

Transition Plan

Organizations will be able to rely on the Diversity in Tech data gathered through the pilot to build a deeper understanding of their internal representation and where there is room to improve. The Dashboard reports will also provide a continued collective call to action to the tech sector, to increase diversity in specific areas.

The benchmarking toolkit will remain available to help organizations introduce the collection of diversity data and engagement of employees in the process. This will contribute to an ongoing increase in participating organizations which will lead to more robust data in the future.

Sustainability

Sector sponsors will have the opportunity to provide a contribution which will go toward the release of the data each year in exchange for logo placement on the dashboard, mentions in the relevant press release, social media and Coalition meetings.

The benchmarking toolkit will be reviewed on a yearly basis to ensure documents are up to date and offer all the necessary information required for diversity data collection.

Risks & Mitigations

The budget required for the analysis and release of an annual Diversity in Tech Dashboard is costly. Securing a sponsor that will cover these costs may be challenging. To mitigate this, ongoing networking and engagement of the DE&I Coalition will be crucial to ensure relationships with potential contributors are strong and that they are regularly updated on progress in the sector.

The scope of specific initiatives will be scaled each year to the revenue received to mitigate financial risks. For 2022, a budget for sustainability has already been outlined with current sector contributions. The key project components that will continue for 2022 include:

1. The ongoing maintenance and optimization of the DE&I Resource HUB. This will encompass DE&I Special Events in partnership with supporting organizations and sponsors to raise awareness around important topics and draw attention to the resources available on the site
2. Launching Year 3 of the Diversity in Tech Dashboard to continue to track the progress of representation in the sector
3. Ad hoc training programs that may be available for select organizations or extended to the sector on a “fee for service” model

As sponsorships and potential funding increase, the amounts allocated to each initiative may be adjusted based on demand.

8 | Conclusion & Final Thoughts

As outlined in the [Diversity and Inclusion in the BC Tech Sector](#) report from 2017, a number of recommendations were made:

1. Increase Industry’s DE&I awareness and understanding
2. Engage Senior Leaders and increase HR’s DE&I capability
3. Drive DE&I progress
4. Increase talent pool and its diversity
5. Increase reconciliation commitments and opportunities with First Nations and Indigenous Peoples

A great deal of momentum and an amplification of change in the sector is evident from the project outcomes. The delivery of all five pilots has contributed to each of the above recommendations, with many instances where the pilots worked in parallel toward a common goal. Despite the success of project initiatives, there is still a lot of work to be done with increasing the talent pool of the tech sector and its diversity, reconciliation commitments and opportunities, and building on the capabilities for human resources. With the foundation that has been introduced by the DE&I Tech Project, this important work in the sector can continue to flourish.

Appendix A

Coalition Meetings

Meeting Agenda: October 1, 2019

DE&I Coalition Meeting

Date: Tuesday, October 1st, 2019, 4-5:30pm
Host: Microsoft
Location: 7th Floor, 725 Granville Street, Vancouver, BC

Agenda

- 4:00-4:10pm Welcome
- 4:10-4:20pm Project Overview
- 4:20-4:50pm Vender/Pilot reviews
 - Veza Strategy
 - ImageX Media
 - True Calling
 - Mercer
 - Refinery Leadership
- 4:50-4:55 Sub-committees Formation
- 4:55-5:05 Q&A
- 5:05-5:20 Your Inner Circle Exercise
- 5:20-5:25 Welcome to reception by VanHack

Meeting Agenda: February 25, 2020

DE&I Coalition Meeting

Date: Tuesday, February 5th, 2020, noon-1:30pm
Host: Tap Tech + People Network via Zoom Conference
Location: Zoom

Agenda

- 12noon-12:20pm Project Pilot Updates
 - Video Vignettes
 - Inclusive Leadership, Change Agent Training Program & C-suite DE&I Training
 - DE&I Organizational Audits
 - DE&I HUB
 - Industry Benchmarking - Tap Tech + People Network Salary Survey with Mercer
 - Fall events
- 12:20-12:30 Q&A on Project Pilots
- 12:30-1:00pm Moderated Panel Discussion: Experiences with Measuring Diversity
 - Amanda Mallow (Sophos)
 - Leslie Collins (Unbounce)
 - Sheryl Ries (Vancity)
- 1:00-1:15pm Q&A with Panel
- 1:15-1:20pm Closing & Summary of Ways to Support & Amplify the Project Objectives

Appendix A

Coalition Meetings, cont'd

Meeting Agenda: July 29, 2020

DE&I Coalition Meeting

Date: Wednesday, July 29th 2020, 12/noon-1:00pm

Host: Tap Tech + People Network via Zoom Conference

Location: Zoom

Agenda

12noon-12:05pm

Welcome & introduction to latest True Calling video vignette release

12:05-12:20pm Project Pilot Updates:

- True Calling: Video Vignettes
- Inclusive Leadership, Change Agent Training Programs & C-suite DE&I Training
- DE&I Organizational Audits
- Industry Benchmarking – Tap Tech + People Network Salary Survey with Mercer
Presented by Stephanie Hollingshead, CEO of Tap Tech + People Network
- Potential Fall/Winter events
- DE&I Resource HUB

12:20-12:40pm DE&I HUB Demo

Krista Dinsmore, Veza Strategies

12:40-12:55pm Q&A on Project Pilots

12:55-1:00pm Closing & Summary of Ways to Support & Amplify the Project Objectives

Meeting Agenda: October 28, 2020

DE&I Coalition Meeting

Date: Wednesday, October 28th, 2020, 12noon-1:30pm

Host: Tap Tech + People Network via Zoom Conference

Location: Zoom

Agenda

12noon-12:05pm

Welcome & presenting the latest True Calling video

12:05-12:20pm Project Pilot Updates:

- DE&I Training Programs:
- Inclusive Leadership
- Change Agent Training
- C-suite DE&I Training
- DE&I Organizational Audits
- DE&I Resource HUB
- Sourcing Content
- Sponsorship for sustainability of website

12:20-12:35pm Diversity in Tech Dashboard Release presented by Mercer

12:35-1:20pm Keynote Speakers on Diversity Benchmarking / Measurement

1:20-1:25pm Q&A on Project Pilots

1:25-1:30pm Closing & Summary of Ways to Support & Amplify the Project Objectives

Appendix A

Coalition Meetings, cont'd

Meeting Agenda: April 7, 2021

DE&I Coalition Meeting

Date: Wednesday, April 7th, 2021 (12:00pm-1:15pm)

Host: Tap Tech + People Network (ft. guest speaker Lauren Kelly)

Location: Zoom

Agenda

12-12:05pm Welcome & presenting the latest True Calling video

12:05-12:25pm Project Extension and Key Updates:

- DE&I Training Programs:
- Inclusive Leadership
- Change Agent Training
- Inclusive Organizations – Executive Training
- DE&I Organizational Audits
- DE&I Benchmarking
- Employer Toolkit
- DE&I Resource HUB
- Sourcing Content
- Sponsorship for sustainability of website
- Advisory Committee
- True Calling Video Vignettes

12:25 - 12:30pm Q&A on Project Extension and Key Pilots

12:30 - 1:00pm Fireside Chat: Lauren Kelly on Indigenous Allyship & Transformation

1:00 - 1:10pm Q&A on Indigenous Allyship and Truth & Reconciliation Mechanisms

1:10 - 1:15pm Closing remarks; ways to support and amplify the Project objectives

Meeting Agenda: November 9, 2021

DE&I Coalition Meeting

Date: Tuesday, November 9th, 2021 (12:00pm-1:00pm)

Host: Tap Tech + People Network (ft. guest speakers from Mercer)

Location: Zoom

Agenda

12:00-12:05pm Welcome & Land Acknowledgment

12:05-12:15pm Diversity & Inclusion Tech Project - Project Summary:

- True Calling Video Vignettes
- DE&I Training Programs:
- Inclusive Leadership
- Change Agent Training
- Inclusive Organizations – Executive Training
- DE&I Organizational Audits
- DE&I Resource HUB
- Industry Benchmarking

12:15 - 12:50pm 2021 Diversity in Tech Dashboard presentation by Mercer

12:50 - 12:55pm Q&A

12:55 - 1:00pm Sponsorship & Ways to Support and Amplify the Project Objectives

Appendix B

Registration Details – IL & CA Programs

Excerpt from November 9, 2020 email sent to Coalition member:

Hi Everyone,

I hope you've all had a lovely start to the week so far!

First off, I want to thank everyone who attended our Coalition meeting last month, it was great to see many of you present. Since then, the Project has continued to progress with more exciting updates to share!

Everything is outlined in detail below, but here are some quick highlights:

- The Diversity in Tech Dashboard is now LIVE! Check it out [HERE](#)
- Please continue to share the [4th episode](#) of 'Tech is for Everyone' with your networks
- We have selected the final round of D&I Audits, thank you to all have applied
- If you haven't already, check out [the D&I Resource HUB](#)
- Leverage our [Communication Toolkit](#) to measure diversity at your organization
- C-Suite Training is in development, keep your eye out for registration

Registration is now open for the following virtual Diversity and Inclusion training programs:

1. **Inclusive Leadership Program**– This 3-day training program is for leaders who are seeking to expand their awareness of diversity and inclusion in the workplace and help build a workplace where everyone has access and equal opportunity to succeed
2. **Inclusive Change Agent Program**– This 3-day training program is for HR and organizational leaders who want to develop and foster inclusive and diverse workplaces

Full descriptions, dates and location for the training programs are below.

These virtual training programs are currently free of charge to technology companies in BC, as part of our government and industry funded [D&I Tech Project](#). Each program has a maximum capacity of 24 participants, and we expect the programs to quickly reach capacity. Once the programs are full, we will maintain a waitlist.

Please note that we are limiting registration to one participant per company per course in order to provide this training free of charge to the maximum number of BC tech companies.

REGISTER HERE:

1. Inclusive Leadership Program: [REGISTER HERE](#)
2. Inclusive Change Agent Program: [REGISTER HERE](#)

Program Details:

Inclusive Leadership Program

Building a workplace where everyone has access and equal opportunity to succeed

Leaders seeking to expand their awareness around diversity and inclusion in the workplace are invited to participate in our ***Inclusive Leadership Program***. This program is targeted towards leaders open to challenging their own perspectives and creating more productive and inclusive teams.

This program is a part of HR Tech Group's Diversity and Inclusion Tech Project to increase the attraction, retention and advancement of women, Indigenous peoples, people with disabilities, people of colour, newcomers to Canada, and individuals who identify as LGBTQ/2S in addition to all under-represented groups in skilled occupations in B.C.'s technology sector. The learning outcomes for this 3-day program (spread over 2months) are:

Learning Outcomes (subject to change, based on feedback and analysis of our Cohort 1 pilot):

1. Describe the competitive advantage and value of diversity & inclusion for your organization
2. Identify your underlying beliefs, areas of privilege and personal bias
3. Explain the societal and organizational barriers for women, Indigenous individuals, people living with disabilities, and other underrepresented groups such as immigrants, people of colour and members of the LGBTQ+/2s community
4. Apply communication tools that open dialogue and shift perspectives
5. Commit to and practice inclusive leadership behaviors such as empathy, effective listening, accountable curiosity and acknowledgement
6. Identify opportunities to set the conditions for an inclusive environment
7. Search out ways to advocate for underrepresented groups by noticing and reducing bias in organizational systems such as attracting, recruiting, and developing staff

Prerequisites:

1. Commitment to be present on all 3 days, along with 2 intersessional calls taking place between sessions (1 hour per call)

Module Dates:

1. Tuesday, January 12th, 2021 (1 day)
2. Tuesday, February 9th, 2021 (1 day)
3. Tuesday, March 9th, 2021 (1 day)

The course will run virtually each day from 8:30am – 4:30pm

Appendix C

Post-Training Survey Results – IL & CA Programs

INTRODUCTION

Thank you for participating in HR Tech Group's Diversity and Inclusion Tech Project. You have participated in one of Refinery's Training Programs (either the Inclusive Leadership Program or the Change Agent Program).

We would like you to complete this brief final follow-up survey to help the project team understand if any participants have been able to apply what they've learned from the training, and if so, what changes they have made.

The Social Research and Demonstration Corporation (SRDC), a Canadian not-for-profit research firm, is the evaluation partner of the D&I Tech Project. The information you provide in this survey will be collected and analyzed by SRDC, and the overall results will be included in our evaluation report of the D&I project. Your information will be kept confidential by SRDC and your responses will not be linked to you or your company in any reporting to the project team or the public without your consent.

TRAINING: FOLLOW UP

1. Which of Refinery's programs did you participate in?
 - a. Change Agent Program
 - b. Inclusive Leadership Program
 - c. Do not know

2. When did you participate?
 - a. 2020 (Cohort 1)
 - b. 2021 (Cohort 2)
 - c. Do not know

APPLICATION OF TRAINING

Now that a few months or more have passed since you completed the training, we would like to learn if you've been able to apply anything you've learned from the training at your organization.

3. Have you have been able to put anything you have learned from the training into practice at your workplace?
 - Yes
 - No
 - Don't know

Appendix D

Inclusive Organizations – Executive Training

Discovery Survey Questions

Q1. What do you think your executives want to know more about with respect to diversity and inclusion?

Q2. What are your executives asking and/or saying about diversity and inclusion?

Q3. What would you want your executives to gain from this learning program?

Q4. Which of the following equity seeking groups have your executives and boards already addressed?

- Indigenous
- LGBTQ+/2S
- Newcomers to Canada
- People with disabilities
- Women

Q5. Which of the following equity seeking groups do your executives need basic awareness about?

- Indigenous
- LGBTQ+/2S
- Newcomers to Canada
- People with disabilities
- Women

Q6. What delivery method(s) do you believe would be most appealing for your executives?

Q7. Is there anything else you think we should consider in our design and delivery?

Discovery Survey Results

Q1. What do you think your executives want to know more about with respect to diversity and inclusion?

#	RESPONSES
1	Their role in supporting and driving the success of a D&I program across the organization.
2	What are the initiatives the company needs to have, what other tech companies are doing (mostly)
3	I think they want to know how to make progress quickly, what are the levers for change, where to invest for best impact. I think they also need to understand the problem as complex (not complicated) and recognize that progress means treating D+I as business critical (not an HR program) and realizing that it usually requires a cultural shift in the org. So - some work on are they ready to lead this forward?
4	Practical, step by step advice about hiring practices, inclusive language and how to avoid tokenism/backlash in the process
5	high level basics
6	hiring best practices and increasing diversity at the pipeline
7	The organization I work for has a great grasp on D&I at the executive level, but I understand this isn't the same across all companies. I think a lot of the type executives are interested in how diversity and inclusion can impact the success of their company and subsequently the profitability.
8	why it's important, truly important, as a focus area, and how to accomplish it without lowering the bar on talent.
9	Why it's so critical for business health and profitability to invest in Diversity and Inclusion and truly stand behind it.
10	Facts a figures around how the industry looks right now. Success stories
11	Empirical business benefits of D&I

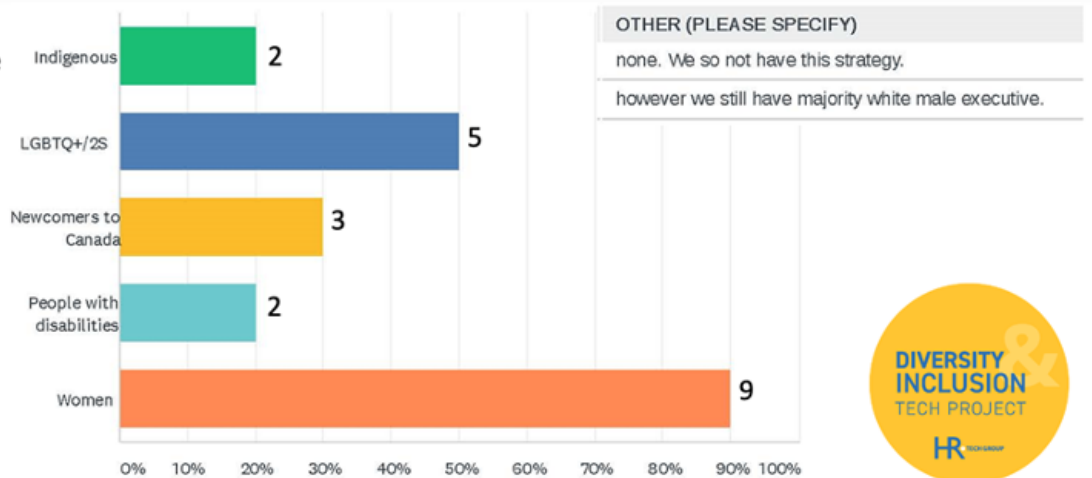
Q2. What are your executives asking and/or saying about diversity and inclusion?

#	RESPONSES
1	They understand the importance both from a business perspective and a best practice perspective. They are invested in implementing a D&I program and want to ensure it is a company wide initiative.
2	We need to do, what other tech companies are doing. They want a D&I plan.
3	I think orgs recognize the importance, and potential value - but maybe haven't experienced the true benefits of D+I in their workplaces/careers.
4	In our region, Diversity & Inclusion is still focusing on rural inclusion, as well as women in tech & in the male-dominated natural resources industry. There are no Federally or Provincially recognized First Nations in the West Kootenay/Boundary region and immigration is limited, so urban understandings about what D&I means in rural areas are often not appropriate. There is frustration here that D&I initiatives (e.g. requirements for grants, etc) are based on urban biases.
5	We need to have a plan
6	they seem to understand the value of it however it's still a lot of lip service, I find
7	How other organizations approach the incorporation of diversity and inclusion.
8	Some are embracing it, others think things are fine so why do we need to talk so much about it, others are worried it means the quality of our hires will be reduced.
9	How to achieve it in a market where the candidate pool doesn't allow for easy D&I benchmarks.
10	We are already very culturally diverse, however we are working toward accessibility and inclusion and would be interested more in that side
11	We already do this

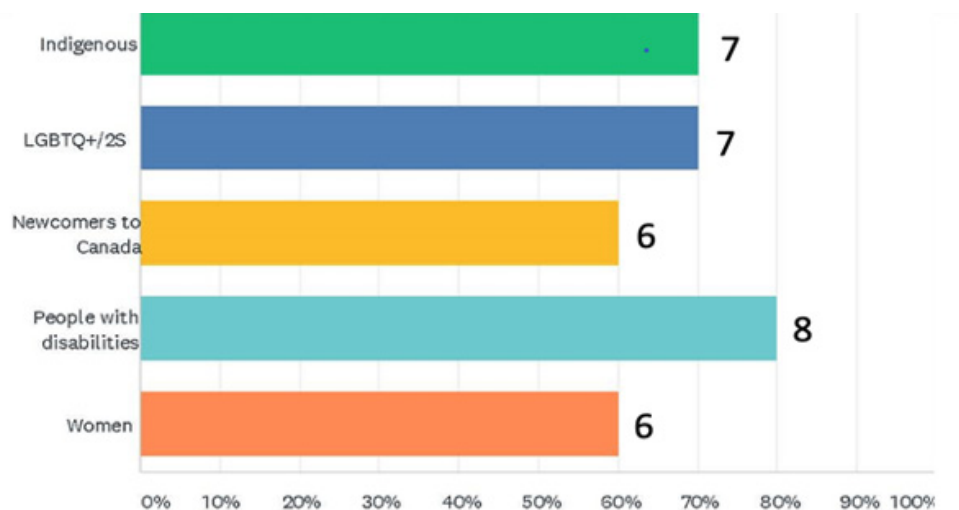
Q3. What would you want your executives to gain from this learning program?

#	RESPONSES
1	Their role in driving an effective D&I program. An effective D&I program involves stakeholders from across the organization and cannot rest with one individual or team (i.e. HR) How to balance and make decisions on where to start the initiative vs. doing a little bit of everything (i.e. then not doing anything really well)
2	What is a D&I plan, benchmark with other tech companies. What is D&I. The importance of Inclusion, the importance of sharing and spreading D&I knowledge throughout the company.
3	Understanding of benefits/business case Understanding of what gets in the way Understanding of personal beliefs/motivation in advancing D+I and the leadership mindset needed for change
4	Practical steps to include D&I approaches to build incrementally towards a more diverse & inclusive region
5	How they can participate in a program and support initiatives
6	tangible, actionable items that can be implemented right away
7	The importance of education internally when it comes to D&I. Every level of the company (entry-level to executive) should be educated on the organization's respective policies, and how the incorporation of diversity and inclusion impacts the overall success of the company.
8	I think it will be important to focus on the difference between equity and equality, and why minority groups sometimes need special attention, to ensure equality is gained. And that paying attention to D&I increases the opportunities for high quality talent rather than reducing our bar for who we hire.
9	A solid belief in the value of D&I and what they need to do to demonstrate that so that it clearly comes from the top and allow them to tie it back to business results.
10	Specifically - how this is good for business.

Q4. Which of the following equity seeking groups have your executives and boards already addressed?



Q5. Which of the following equity seeking groups do your executives need basic awareness about?



OTHER (PLEASE SPECIFY)

Maybe they need to know about, but we're not establishing any goals around it.

Q6. What delivery method(s) do you believe would be most appealing for your executives?

#	RESPONSES
1	Short virtual webinars focusing on specific topics
2	Online and with materials for HR to transform it into a lunch 'n' learn.
3	Group/team based - for social/shared learning Micro content - targeted, efficient and actionable Long enough not to be disregarded as one + done training
4	Active 1:1 consulting or locally-delivered content (who know what it's like in the area). Large webinars from an urban centre will be the least effective.
5	Webinar
6	at this point in time, virtual and under an hour
7	Blended learning with activities that apply information after each section of training.
8	Instructor led session.
9	Live online with interactive workshop options.
10	short online sessions, self paced
11	Face-to-face delivered in our office to our Exec team only

Q7. Is there anything else you think we should consider in our design and delivery?

#	RESPONSES
1	Nothing at this time.
2	If the public target are all the executives, I think it should be "interactive" with questions, quizzes, videos, colours. No too long, not only slides, showing numbers of research and not only the usual like "having a diverse workforce helps improve revenue etc..."). Also with cases, questions that make them think (like the one about the kid in the hospital that needs a surgery and the doctor says it's my kid, I cannot perform the surgery. and everyone assumes the doctor is a man).
3	Recognizing the role that leadership plays - given the cultural shift needed. It would be good to engage the exec group on making sense of the learning for them and their orgs once complete (i.e. what are your next steps?)
4	Rural inclusion
5	no
6	nothing comes to mind
7	Ensure there are key takeaways that can be implemented.
8	experiential opportunities
9	Don't make this a typical "HR Initiative" it needs to be more broadly connected to the business strategy & success

Appendix E

DE&I Audit Highlights

DE&I AUDITS | VEZA GLOBAL

SIGNIFICANT DEMAND

32 Audits Completed

out of 50 applications received



Manpreet and her team at Veza Global provided us with excellent feedback that confirmed we were on the right track with our D&I strategy. They provided us with feasible recommendations that will take our D&I strategy to the next level.

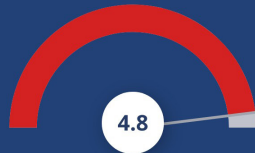


- Alex Stutz, HR Partner at Blackbird Interactive Inc

SELECTION CRITERIA

- All 5 sub-sectors of tech hit
 - Digital Entertainment & Interactive (Creative Tech)
 - Engineering Services
 - CleanTech
 - Life Sciences
 - ICT

- Forecasted head count
- Readiness to implement
- Size of organization
- Across all regions of BC



Veza Global received a high average rating on DE&I Audits they performed!

Appendix F

DE&I Special Events Calendar

Day	Event	Potential Topic	Time	Event Type	Status of Event
TBD	DigiBC Event	Foundations of DE&I	12:00pm - 1:15pm	Webinar	Prospective
TBD	DigiBC Event		12:00pm - 1:15pm	Webinar	Prospective
09 November 2021	Diversity Dashboard: Benchmarking	2021 Diversity data release	12:00pm - 1:15pm	Webinar	Confirmed
24 November 2021	ISI; Innovate BC: HUB Tour	Tour of HUB	12:00pm-1:15pm	Webinar	Confirmed
Jan/Feb 2022	Special Event - Chanelle Tye	Anti-Racism/Power & Privilege	12:00pm - 1:15pm	Webinar	Prospective
18 January 2022	Presidents Group	Hybrid Workplaces and Mental Health	12:00pm - 1:15pm	Webinar	Prospective
20 January 2022	DigiBC Event	IEC-BC, Cultural Intelligence & POC, VanHack	12:00pm - 1:15pm	Webinar	Prospective
15 February 2022	Special Event - Placeholder (Sponsors TBD)	Minerva/Women & Gender Intelligence / EAC	12:00pm - 1:15pm	Webinar	Prospective
19 April 2022	DigiBC Event	2SLGBTQQIA+ / Transgender / QMUNITY	12:00pm - 1:15pm	Webinar	Prospective
10 May 2022	Special Event - Placeholder (Sponsors TBD)	President's Group/ Mental Health and non-apparent disabilities	12:00pm - 1:15pm	Webinar	Prospective
14 June 2022	Special Event - Placeholder (Sponsors TBD)	Indigenous Cdn History T&Rec	12:00pm - 1:15pm	Webinar	Prospective
TBD	Special Event: HUB Tour for Alliance Members (Cinesite)	Tour of HUB	TBD	TBD	Prospective

Appendix G

ImageX Service Hour Allocation

Year	Month	Hours Contracted	Hours Utilized	Hours In-voiced	Hours Remaining
2020	July	120	5.91	10	
	August	0	6.17	10	
	September	0	14.75	10	
	October	0	10.91	10	
	November	0	3.91	10	
	December	0	3.55	10	
	2021	January	0	1	10
February		0	9.75	10	
March		0	2.75	10	
April		0	0.08	10	
May		0	0	10	
June		0	5.67	10	
TOTAL			120	64.45	120

Year	Month	Hours Contracted	Hours Utilized	Hours In-voiced	Hours Remaining
2021	July	175.55	7.38	10	
	August	0	0.25	10	
	September	0	2.67	10	
	October	0	0	0	
	November	0	0	0	
	December	0	0	0	
	2022	January	0	0	0
February		0	0	0	
March		0	0	0	
April		0	0	0	
May		0	0	0	
June		0	0	0	
TOTAL			175.55	10.3	20

Appendix H

Google Analytics for HUB

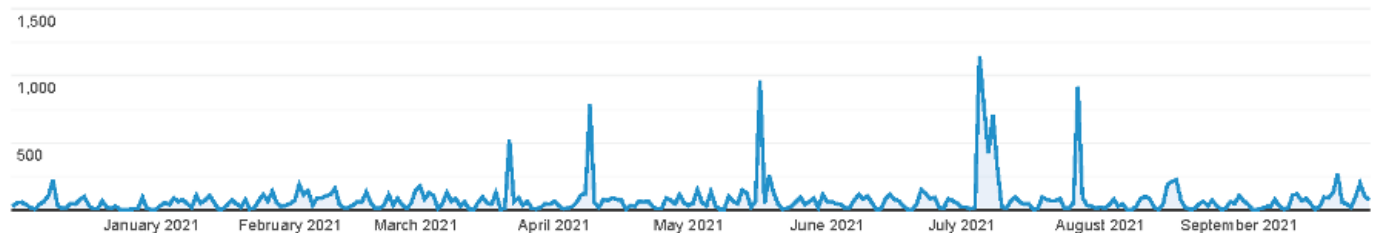
Pages

All Users
100.00% Pageviews

Dec 1, 2020 - Sep 30, 2021

Explorer

Pageviews



Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	23,137 % of Total: 100.00% (23,137)	17,941 % of Total: 100.00% (17,941)	00:01:18 Avg for View: 00:01:18 (0.00%)	8,083 % of Total: 100.00% (8,083)	52.34% Avg for View: 52.34% (0.00%)	34.94% Avg for View: 34.94% (0.00%)	\$0.00 % of Total: 0.00% (\$0.00)
1. /	6,610 (28.57%)	4,367 (24.34%)	00:00:55	4,136 (51.17%)	35.44%	46.99%	\$0.00 (0.00%)
2. /maturity-model1	1,684 (7.28%)	1,371 (7.64%)	00:02:57	1,104 (13.66%)	77.90%	65.91%	\$0.00 (0.00%)
3. /start-here	1,104 (4.77%)	799 (4.45%)	00:01:00	219 (2.71%)	65.75%	26.63%	\$0.00 (0.00%)
4. /civersity-tech-dashboard	1,068 (4.62%)	951 (5.30%)	00:02:02	706 (8.73%)	83.71%	68.07%	\$0.00 (0.00%)
5. /resources	675 (2.92%)	508 (2.83%)	00:01:07	121 (1.50%)	52.89%	21.93%	\$0.00 (0.00%)
6. /employee-life-cycle	333 (1.44%)	264 (1.47%)	00:01:05	105 (1.30%)	64.76%	32.43%	\$0.00 (0.00%)
7. /unconscious-bias	328 (1.42%)	82 (0.46%)	00:02:26	65 (0.80%)	55.38%	18.29%	\$0.00 (0.00%)
8. /indigenous	257 (1.11%)	201 (1.12%)	00:00:44	93 (1.15%)	40.86%	23.74%	\$0.00 (0.00%)
9. /inclusive-culture	250 (1.08%)	210 (1.17%)	00:00:42	24 (0.30%)	58.33%	18.40%	\$0.00 (0.00%)
10. /civersity-inclusion	223 (0.96%)	186 (1.04%)	00:01:02	35 (0.43%)	25.71%	15.70%	\$0.00 (0.00%)

Appendix I

2021 Diversity Dashboard

2021

Diversity in Tech Dashboard

We are pleased to present the results of the 2021 *Diversity in Tech* dashboard. Benchmarking data on the representation of various demographic groups within the BC tech sector is one stream within HR Tech Group's Diversity, Equity, and Inclusion (DE&I) Project. This dashboard will allow the BC tech sector to track its progress on increasing the representation of certain under-represented groups within the sector over time. Data on the diversity of the current BC employee population was collected by HR Tech Group members through a confidential employee self-reporting process. This data was then reported to Mercer on a confidential basis through the association's annual salary survey.

171
employers

provided information on whether or not they have **DE&I policies, practices, and goals** currently in place within their organizations – up from 134 employers in 2020.

38%

have already set **company-wide DE&I goals**, up from 28% in 2020. Another 43% are considering or currently working on this.

18%

have **DE&I goals related to employee demographics** and another 49% are considering or currently working on this.

19%

have **formal DE&I policies** in place, up from 13% in 2020, with another 27% that have informal or ad-hoc policies in place and 37% considering or working on formal DE&I policies.

In addition to reporting on the current state of DE&I goals and policies:

113
employers

reported **how their employees self-identified** in one or more of the following demographic categories: as a certain gender, as a visible minority, as a person with a disability, as an Indigenous person, and as 2SLGBTQIA+ – up from 87 employers in 2020.



Funding provided through the Canada-British Columbia Labour Market Development Agreement.

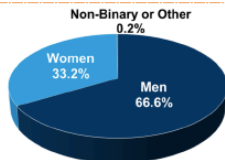
As a certain gender

Categories included Man, Woman, Non-Binary, or None of these represent me.

Data was collected for

16,943 employees
(20% increase from 2020)

66.6% self-identified as a man and **33.2%** self-identified as a woman



Excludes 390 employees who responded as "prefer not to answer"

The highest representation of women is in the Human Resources (81%) and Administration (76%) job families and the lowest in the Technology, Design & Support and Manufacturing job families (23%). Representation of women is the highest in Para-Professional (41%) and Entry (37%) level jobs and the lowest in Professional jobs at the Specialist (20%) and Senior/Lead (23%) levels. In Executive level jobs, 31% of employees are women. There is insufficient data in the other gender categories to provide trends in the findings. The 2016 Canadian census reported 51.0% of the BC population as women.

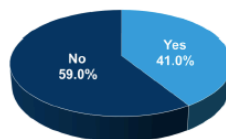
As a visible minority

Canada's Employment Equity Act defines members of visible minorities as: persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.

Data was collected for

5,190 employees
(19% increase from 2020)

41% self-identified as a visible minority



Excludes 333 employees who responded as "prefer not to answer"

The highest proportion of employees that identified as visible minorities are within the Finance (57%) and Manufacturing (51%) job families with the lowest proportion in the Executive/Corporate (19%) and Sales/Marketing (29%) job families. Professional roles at the Entry and Senior/Lead (45%) job levels have the highest proportion of visible minorities while jobs at the Executive level (19%) have the lowest. The 2016 Canadian census reported 30.3% of the BC population as visible minorities.

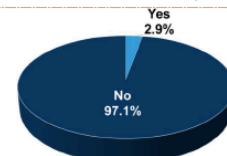
As a person with a disability (apparent or non-apparent)

Canada's Employment Equity Act defines persons with disabilities as "people with a long-term or recurring physical, mental, sensory, psychiatric or learning impairment who consider themselves to be disadvantaged in employment by reason of that impairment or who believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, as well as individuals with functional limitations due to their impairment that have been accommodated in their current job or workforce".

Data was collected for

4,961 employees
(19% increase from 2020)

with **2.9%** self-identifying as a person with a disability



Excludes 209 employees who responded as "prefer not to answer"

Within this limited sample, employees that identified as a person with a disability are most commonly working in jobs within the New Media, Human Resources, and Administration job families. Statistics Canada's 2017 Canadian Survey on Disabilities reported 15.3% of the BC population aged 25 to 44 years as persons with disabilities and 24.3% of the BC population aged 45 to 64 years.

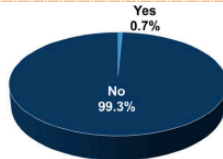
As an Indigenous person

'Indigenous peoples' is a collective name of the original peoples of North America and their descendants. Often, 'Aboriginal peoples' is also used. The Canadian Constitution recognizes three groups of Aboriginal peoples: Indians (more commonly referred to as First Nations), Inuit, Metis. These are three distinct peoples with unique histories, languages, cultural practices and spiritual beliefs.

Data was collected for

5,731 employees
(44% increase from 2020)

with **0.7%** self-identifying as an Indigenous person



Excludes 270 employees who responded as "prefer not to answer"

There is insufficient data to report trends within this demographic category. The 2016 Canadian census reported 5.9% of the BC population as Indigenous peoples.

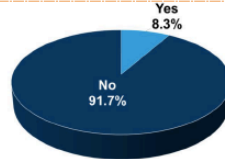
As 2SLGBTQQIA+

Two-spirit (an Indigenous term referring to a person who identifies as having both a masculine and feminine spirit), lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual and all other identities and sexualities

Data was collected for

2,717 employees
(88% increase from 2020)

with **8.3%** self-identifying as 2SLGBTQQIA+



Excludes 266 employees who responded as "prefer not to answer"

Within this limited sample, employees identifying as 2SLGBTQQIA+ are most commonly in jobs in the New Media and Sales/Marketing job families or jobs at the Para-Professional level.

Software Engineers/Developers Job Family

Software Engineers/Developers are the largest job family within the dataset. Across the 5 levels of jobs in this family:

The representation of women in this job family is significantly lower. **15.6% of Software Developers identified as women**, relative to the 33.2% representation reported across all employees.

The representation of **visible minorities** is higher in this job family at **44.5%**, relative to the 41.0% reported across all employees.

The representation of employees self-identifying as a person with a disability, as an Indigenous person, or as 2SLGBTQQIA+ is similar to the proportion reported across all employees.

Thank you to all HR Tech Group member companies that collected self-reported data from employees and reported the data in the survey. We look forward to continuing to build on this demographic dataset in years to come and tracking progress on the representation of under-represented groups within the tech sector.

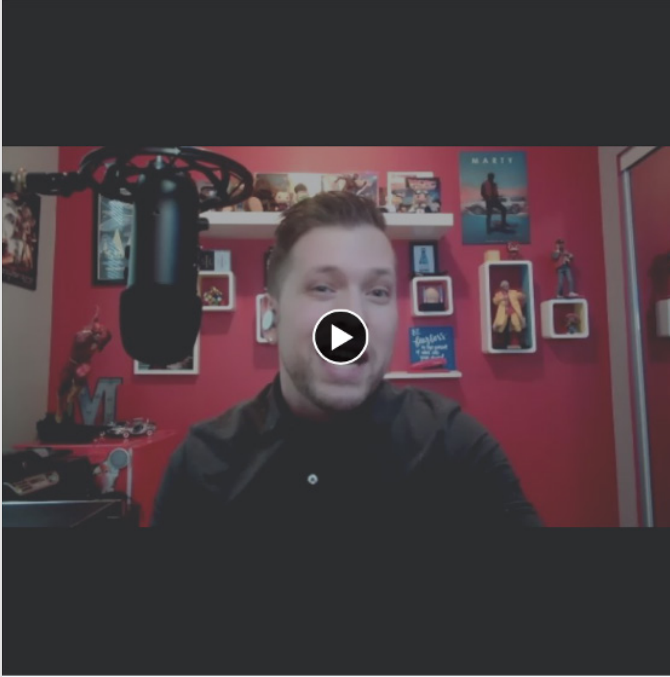


Appendix J

Social Media Engagement

Kathy Gibson, CPHR (she/her)
Project Manager & Sr. Consultant - HR Tech Group's Diversity and Inclu...
3w • Edited • 🗑️

I can't thank [Marco Pasqua](#) enough for taking the time to share his experiences and expertise on creating an inclusive environment for people with disabilities! ...see more



Hiring people with disabilities: A C-Suite Guide
youtube.com

👍👎 18 • 7 comments

👍 Like 💬 Comment ➦ Share 📧 Send

📊 725 views of your post in the feed

Kathy Gibson, CPHR (she/her)
Project Manager & Sr. Consultant - HR Tech Group's Diversity and Inclu...
1mo • Edited • 🗑️

Our story is being picked up all over Canada, and even across the globe. Check out our share in the [Winnipeg Sun!](#) Other big shares included [Yahoo Finance Australia](#), [National Post, Inc.](#), [Financial Post](#), [Calgary Herald](#) and many more! I can't express enough how incredible it is to see the Diversity in Tech Dashboard reach so many eyes. Together, we're making an impact.

If you haven't yet, check out the dashboard and continue to share it widely with your network! <https://lnkd.in/gPxifJz> [#hrtechgroup](#) [#diversityprogress](#) [#diversityintech](#) [HR Tech Group Stephanie Hollingshead \(she / her\)](#)

HR Tech Group's Inaugural Diversity in Tech Dashboard Survey Poised to Reshape BC Tech...
businesswire
winnipegsun.com • 1 min read

👍👎 43 • 5 comments

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Kathy Gibson, CPHR (she/her)
Project Manager & Sr. Consultant - HR Tech Group's Diversity and Inclu...
1mo • Edited • 🗑️

Wow! Since the press release went live yesterday, within several hours it was picked up on 121+ postings, with over 5.8M viewers. It received so much traffic, our site crashed! If you haven't already, check out the Diversity in Tech Dashboard and our latest press release: <https://lnkd.in/gutEgbe> [HR Tech Group Stephanie Hollingshead \(she / her\)](#) [#hrtechgroup](#) [#diversityintech](#) [#diversityequityinclusion](#)

Categories included Men, Women, Non-Binary, or None of these represent me

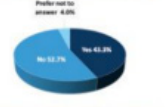
Data was collected for 14,132 employees
with **66.5%** self-identifying as a man and **31.9%** self-identifying as a woman



The highest representation of men is in the Technology, Design, and Support (78%) and Manufacturing (74%) job families. The highest representation of women is in the Human Resources (32%) and Administration (32%) job families. Representation of women is the highest in Entry (34%) and Para-Professional (33%) level jobs and the lowest in Professional (30%) at the Specialist (16%) and Senior/Lead (22%) levels. In executive level jobs, 71% of employees are men. There is insufficient data in the other gender

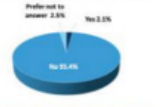
Canada's Employment Study did not define persons with disabilities as "people with a long-term or recurring physical, mental, sensory, intellectual, or learning impairment who consider themselves to be disadvantaged in employment by reason of that impairment or any disease that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, as well as individuals with functional limitations due to their impairment that have been accommodated in their current job or workplace"

Data was collected for 4,353 employees
with **43.3%** self-identifying as a visible minority



The highest proportion of employees that identified as visible minorities are within the Manufacturing (50%) and Finance (48%) job families with the lowest proportion in the Executive/Corporate (24%) and Sales/Marketing (23%) job families. Professional roles at the Entry (50%), Intermediate (47%), and Specialist (49%) job levels have the highest proportion of visible minorities while the Executive (24 level (22%) has the lowest. The 2016 Canadian census reported 30.3% of the BC population as visible minorities.

Data was collected for 4,161 employees
with **2.1%** self-identifying as a person with a disability



Within this limited sample, employees that identified as a person with a disability are most commonly working in jobs within the Executive/Corporate and New Media job families. Statistics Canada's 2017 Canadian Survey on Disabilities reported 13.3% of the BC population aged 25 to 64 years as persons with disabilities and 24.3% of the BC population aged 45 to 64 years.

Diversity in Tech Dashboard | HR Tech Group Diversity
diversity.hrtechgroup.com • 1 min read


👍👎 23 • 1 comment

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📊 797 views of your post in the feed

HR Tech Group
2,065 followers
3w · 🌐

The inclusive resource page is now LIVE on the [Innovate BC](#) website! This exciting initiative was launched in an effort to create more inclusive workplaces as part of the Innovator Skills Initiative, which prioritizes underrepresented skilled workers with an opportunity to start their career in the tech sector. Take a look and please share widely with your network! [#hrtechgroup](#) [#diversityequityandinclusion](#) [Stacey Armstrong](#) [Kathy Gibson, CPHR \(she/her\)](#) [Stephanie Hollingshead \(she/her\)](#)



Diversity, Equity & Inclusion Resources
innovatebc.ca · 1 min read

🌐 12

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Organic impressions: 496 Impressions Show stats ▾

Posted by **Kathy Gibson, CPHR (she/her)** · 7/7/2021 · ⋮
🔔 Notify employees

HR Tech Group
2,065 followers
3mo · 🌐

The [Government of Canada](#) offers an incredible guide for employees and managers to support transgender employees, which is now available on the Resource HUB! <https://lnkd.in/gsrj2Kp> [#hrtechgroup](#)

Support for trans employees: A guide for employees and managers | HR Tech Group Diversity
diversity.hrtechgroup.com

🌐 22

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Organic impressions: 803 Impressions Show stats ▾

Kathy Gibson, CPHR (she/her) (She/Her) ⋮
Project Manager & Sr. Consultant - HR Tec...
4mo · 🌐

Happy National Women in Engineering Day! It's a time to celebrate the work and achievements that women are doing in the industry.

In honour of this day, I wanted to share an incredible success story from [Clio - Cloud-Based Legal Technology](#), where they were able to double the representation of women in [#engineering!](#)



How we doubled the representation of women in Engineering at Clio
labs.clio.com · 14 min read

🌐 🌱 🍷 44

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HR Tech Group
2,140 followers
1w •

BIV News's latest podcast features **HR Tech Group's Stephanie Hollingshead** talking about our diversity in BC's tech sector.

Check it out here:
<https://lnkd.in/gBRDPa68>

Kathy Gibson, CPHR (she/her) Lindsay Chan
#diversityintech #diversityandinclusion



HR Tech Group CEO Stephanie Hollingshead on diversity in B.C. tech sector
biv.com • 1 min read

Mark Kluchky (He/Him) and 22 others

Like Comment

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Organic impressions: **938 Impressions** Show stats

Kathy Gibson, CPHR (she/her) (She/Her)
Project Manager & Sr. Consultant - HR Tec...
4mo • Edited •

Last week we had our first DE&I Special Event in partnership with **Focus Professional Services Inc.** and **Orbital Learning**, which focused on creating an inclusive workplace for autistic employees.

One of the many topics discussed included conducting successful and inclusive interviews with candidates on the {autism} spectrum. Check out this amazing resource provided to us by Focus Professional Services that is now available on the DE&I Resource HUB!
<https://lnkd.in/gkAv8wK> **#hrtechgroup**

Interview Tips for Autistic Candidates.pdf
diversity.hrtechgroup.com • 4 min read
FOCUS PROFESSIONAL SERVICES WEB ...

14 • 1 comment

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Kathy Gibson, CPHR (she/her) (She/Her) • 1st
Project Manager & Sr. Consultant - HR Tech Group's Diversity and Inclusion T...
2w •

Join our Coalition today and have the opportunity to join our upcoming meeting on November 9th to showcase the results from the 2021 Diversity Dashboard!

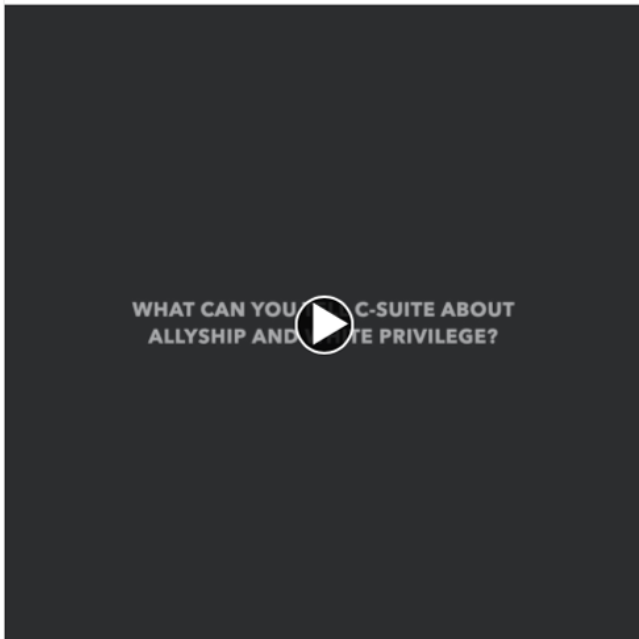
Not only will you get to see the exciting momentum we're making in the sector, but also key details around DE&I analytics and trends. To facilitate this session, we will have experts from the Mercer team joining the meeting to share their expertise! **#hrtechgroup**

HR Tech Group
1,719 followers
6d •

Please take a moment to listen to [Lauren Kelly](#) provide an [#allyship](#) lens on how to create a culturally safe work environment in our Diversity and Inclus ...see more

Kathy Gibson, CPHR (she/her)
Project Manager & Sr. Consultant - HR Tech ...
6d •

"Allyship is a lot about listening to what is being asked of you and hanging back and being of service too, rather than leading that movement." ...see more



Creating a culturally safe work environment
youtube.com

7 • 1 comment

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Organic impressions: **541 Impressions** Show stats

HR Tech Group
2,140 followers
2w • Edited •

We are pleased to present the results of the 2021 Diversity in Tech Dashboard. Benchmarking data on the representation of various demographic grou ...see more



HR Tech Group releases 2021 Diversity in Tech Dashboard

newswire.ca • 4 min read

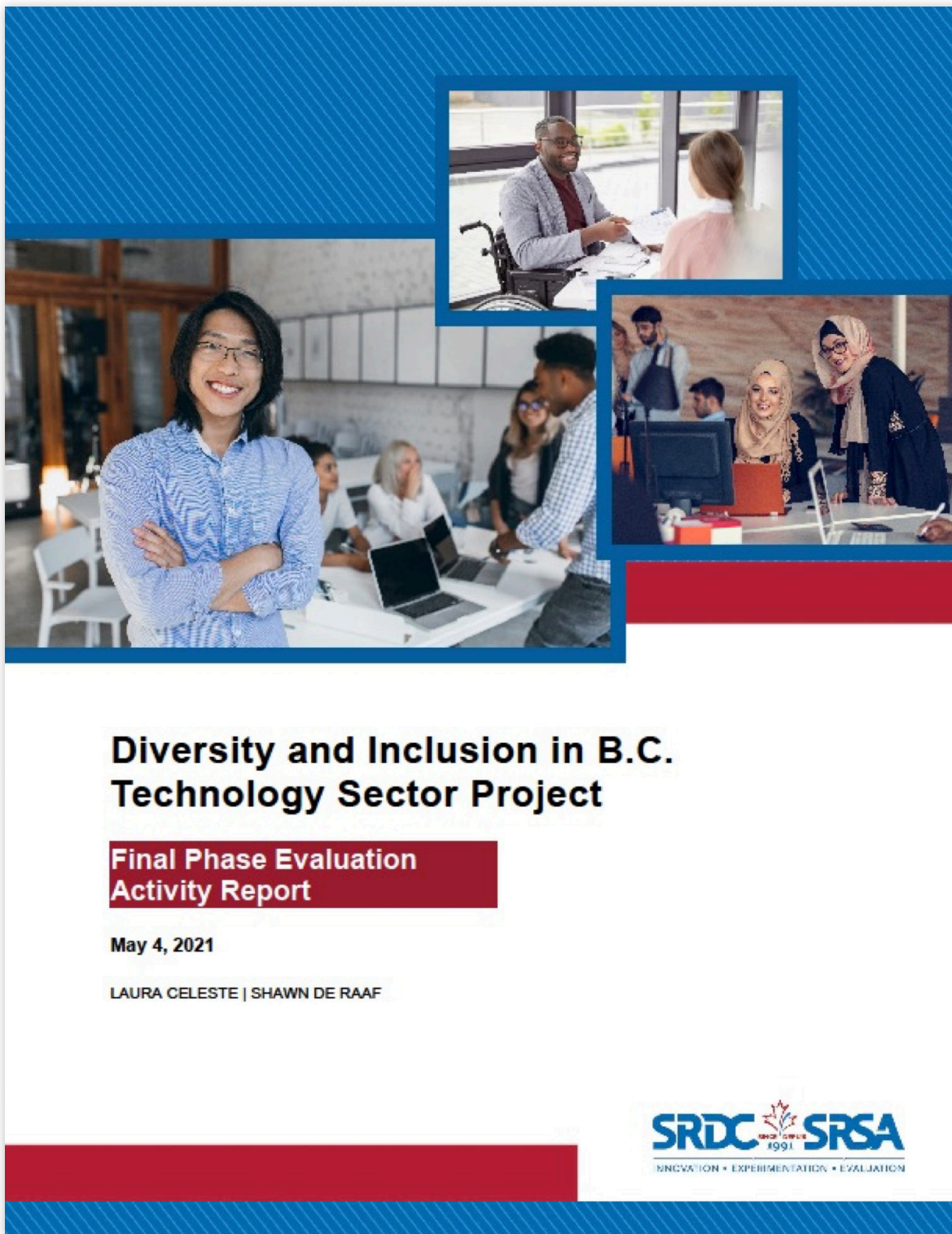
Brenda Bailey and 28 others 2 comments

Like Comment

Organic impressions: **1,323 Impressions** Show stats

Appendix K

Final Phase Evaluation Activities Report



Appendix L

Final Evaluation Report



Diversity and Inclusion in B.C. Technology Sector Project

Final Evaluation Report

May 27, 2021

LAURA CELESTE | SHAWN DE RAAF



Engagement Survey Results – Round 2



Diversity and Inclusion in B.C. Technology Sector Project

Engagement Survey Results (Round 2)

September 3, 2021

LAURA CELESTE | SHAWN DE RAAF

