

## Research Materials Referenced in PAS:

- Employment Equity Act:  
<https://www.canada.ca/en/employment-social-development/corporate/portfolio/labour/programs/employment-equity.html>
- Bill C-25: <https://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/cs08317.html>
- Pay Equity: <https://www.canada.ca/en/services/jobs/workplace/human-rights/overview-pay-equity-act.html>
- Canada Human Rights: <https://laws-lois.justice.gc.ca/eng/acts/h-6/>
- Accessible Canada Act: <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- 2020 Diversity Disclosure Practices – Diversity and Leadership at Canadian Public Companies:  
<https://www.osler.com/osler/media/Osler/reports/corporate-governance/Diversity-and-Leadership-in-Corporate-Canada-2020.pdf>
- Diversity Leads: [https://www.ryerson.ca/diversity/reports/DiversityLeads\\_2020\\_Canada.pdf](https://www.ryerson.ca/diversity/reports/DiversityLeads_2020_Canada.pdf)
- Statistics Canada Gender of a Person: <https://www23.statcan.gc.ca/imdb/p3Var.pl?Function=DEC&Id=410445>
- Corporations Canada: Diversity of boards of directors and senior management:  
<https://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/cs08316.html>
- Corporations Canada – The Directors: <https://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/cs05004.html>
- National Occupational Classification:  
<https://noc.esdc.gc.ca/Structure/Hierarchy?objectid=%2Fd0IGA6qD8JPRfoj5UCjpg%3D%3D>
- 2021 Census – Form 2A-L:  
[https://www23.statcan.gc.ca/imdb/p3Instr.pl?Function=getInstrumentList&Item\\_Id=1285254&UL=1V&](https://www23.statcan.gc.ca/imdb/p3Instr.pl?Function=getInstrumentList&Item_Id=1285254&UL=1V&)
- Federal Disability Reference Guide:  
<https://www.canada.ca/en/employment-social-development/programs/disability/arc/reference-guide.html>
- Statistics Canada – Statistics on Indigenous Peoples:  
[https://www.statcan.gc.ca/eng/subjects-start/indigenous\\_peoples](https://www.statcan.gc.ca/eng/subjects-start/indigenous_peoples)
- ISED – SME Research and Statistics: <http://www.ic.gc.ca/eic/site/061.nsf/eng/Home>
- Canada Revenue Agency - Income Tax Guide to the Non-Profit Organization (NPO)
- Information Return:  
<https://www.canada.ca/en/revenue-agency/services/forms-publications/publications/t4117/income-tax-guide-non-profit-organization-information-return.html>
- CICIC – Postsecondary Education Systems in Canada: [https://www.cicic.ca/1243/postsecondary\\_institutions.canada](https://www.cicic.ca/1243/postsecondary_institutions.canada)
- Government of Canada – Charities and Giving Glossary:  
<https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/charities-giving-glossary.html>
- Privy Council Office - Guide Book for Heads of Agencies: Operations, Structures and Responsibilities in the Federal Government:  
<https://www.canada.ca/en/privy-council/services/publications/guide-book-heads-agencies-operations-structures-responsibilities-federal-government.html>

## Additional Research/Resources

- Complete Harvard Implicit Bias Assessment: <https://implicit.harvard.edu/implicit/selectatest.html>
- Labour Statistics: Research Papers: Rachele Pelletier, Martha Patterson, The gender wage gap in Canada: 1998 to 2018  
Centre for Labour Market Information, Statistics Canada:  
<https://www150.statcan.gc.ca/n1/pub/75-004-m/75-004-m2019004-eng.htm>
- Tompe, E., et. al. : <https://ppforum.ca/publications/barriers-to-employment-for-people-with-disabilities-in-canada/>  
Release date: October 7, 2019
- Skudra et. al., <https://fsc-ccf.ca/wp-content/uploads/2020/06/IndigenousSkillsTraining-PPF-JUNE2020-EN1.pdf>
- Ng and Gagnon, <https://fsc-ccf.ca/wp-content/uploads/2020/01/EmploymentGaps-Immigrants-PPF-JAN2020-EN.pdf>
- AODA: <https://www.ontario.ca/laws/statute/05a11>
- Elias, H. (2020, January 16). *Diversity is the bridge on which we can cross the skills gap*. World Economic Forum (WE Forum). <https://www.weforum.org/agenda/2020/01/diversity-tech-skills-gap-4ir-digital-revolution/>
- Harvard Business Review (2013) *How Diversity Can Drive Innovation*.  
<https://hbr.org/2013/12/how-diversity-can-drive-innovation>
- Armstrong, C., Flood, P. C., Guthrie, J. P., Liu, W., MacCurtain, S., & Mkamwa, T. (2010), The impact of diversity and equality management on firm performance: beyond high performance work systems. *Human Resource Management*, 49(6), 977-998.
- CCDI Supplier Diversity: <https://ccdi.ca/media/1066/ccdi-report-supplier-diversity-in-canada-updated-4072016.pdf>
- Swette, Karina; Boyo, Timi. How Procurement Can Strengthen Diversity and Inclusion Weblog post. MIT Sloan Blogs, Cambridge: Massachusetts Institute of Technology, Cambridge, MA. May 20, 2021. (Ryerson Library)

- Microsoft Inclusive design <https://www.microsoft.com/design/inclusive/> and [https://www.microsoft.com/design/assets/inclusive/InclusiveDesign\\_InclusiveAI.pdf](https://www.microsoft.com/design/assets/inclusive/InclusiveDesign_InclusiveAI.pdf)
- Inclusive Marketing: <https://blog.hubspot.com/marketing/inclusive-marketing-campaigns>
- Top Design Firms: <https://topdesignfirms.com/blog/diversity-marketing>
- McKinsey (2018) *Delivering through diversity*.  
<https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>
- Boston Consulting Group (2018) *How Diverse Leadership Teams Boost Innovation*.  
<https://www.bcg.com/en-ca/publications/2018/how-diverse-leadership-teams-boost-innovation>
- Deloitte (2016) *Reputation Matters: Developing Reputational Resilience Ahead of your Next Crisis*.  
<https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/risk/deloitte-uk-reputation-matters-june-2016.pdf>
- BC. Words Matter: <https://www2.gov.bc.ca/assets/gov/careers/all-employees/working-with-others/words-matter.pdf>