

## 50– 30 Challenge Workshops

### **Small - and Medium-Sized Enterprise Sector**

Session date: February 8, 2022 (AM)

#### **The panelists**

**[Elizabeth Cron](#)** - Vice President of Programs and Marketing, [Winnipeg Chamber of Commerce](#)



Elizabeth Cron is the daughter of Filipino-Canadian immigrants and is passionate about building and promoting a more welcoming community where all people have access to equal opportunity for success, health, and happiness. As the VP of Programs and Marketing at The Winnipeg Chamber of Commerce, she oversees the strategic direction and day-to-day management of the events, marketing, communications, and programming teams. She volunteers for causes close to her heart such as the Manitoba Filipino Business Council, Immigration Partnership Winnipeg and her City's Anti-Racism Committee. During her spare time, she enjoys a good spin class, reality TV shows, and exploring a new city with her husband, Manny.

**[Kent Roberts](#)** - Vice President , Policy, [Halifax Chamber of Commerce](#)



Having worked across Canada in various Consumer Package Goods rolls with PepsiCo Canada , Kent returned to Halifax in 2009 to take a position as VP Sales and Distribution with Farmers Dairy Cooperative. In 2015 Kent made the move to public service, joining the Department of Business as Managing Director. In 2020 as the pandemic took hold, Kent joined the Halifax Chamber of Commerce as VP Policy.

**[Nadine Spencer](#)** - CEO of [BrandEQ Group Inc](#)



Nadine Spencer is the CEO of BrandEQ Group Inc., a global marketing and communications agency specializing in marketing, communications and public relations.

Spencer has earned a reputation as an experienced professional who accelerates strategic growth and brand visibility for clients. Through her coined "People Matter" concept, she has expanded market growth and

increased revenues for various multinational enterprises by amplifying their messages to a wider audience.

Nadine has redefined every leadership position she has held, while simultaneously playing a philanthropic role across various communities. She has founded and led multiple successful businesses and served as CEO and president of both corporate and nonprofit boards. Ms. Spencer currently serves as President/CEO of the Black Business and Professional Association (BBPA). Spencer holds a Bachelor of Arts Degree in Political Science with Honors from York University.

**Wendy Cukier** - Founder, [Diversity Institute](#)



Dr. Wendy Cukier is the Diversity Institute Founder, Academic Director of the Women Entrepreneurship Knowledge Hub and Research Lead of the Future Skills Centre. She is the co-author of the bestseller, *Innovation Nation: Canadian Leadership from Java to Jurassic Park* and former VP of Research and Innovation. The Diversity Institute has 100 research staff, 100 research associates from around the world, 200 industry partners and focuses on dimensions of diversity and inclusion in the workplace, future skills, and entrepreneurship and innovation. Harnessing the power of innovation, it promotes the advancement of underrepresented groups. The Diversity Institute is also a research lead for the \$300 million Future Skills Centre and the \$8.6 million Women Entrepreneurship Hub. Wendy has been recognized with the Harry Jerome Diversity Award, the Bob Marley Award, the

Canada-Pakistan Business Council's Female Professional of the Year, the Metropolis Research Award, the CATA Alliance, Sara Kirke Award for Entrepreneurship and Innovation and 100 Most Powerful Women by WXN. She has been named a YWCA Woman of Distinction and one of the International Women's Forum 2020 Women Who Make a Difference, a Woman of Influence and one of the "100 Alumni who shaped the Century" by the University of Toronto. Wendy holds a PhD, an MBA, an MA, and honorary doctorates from Laval and Concordia.

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## **Municipality, University, School, and Hospital Sectors**

Session date: February 8, 2022 (PM)

### **The panelists**

**Andi Shi** - Executive Director, [CPAC](#)



Andi Shi is an inspiring teacher, speaker, counselor, human behavior specialist and dating and relationship coach. Born in China and trained in both China and North America, Mr. Shi is known for his unique combination of wisdom from the East and West. A life-long explorer of the Truth and the secrets of life, he has been mentored by many of the greatest teachers on the planet. He has cracked the “code” of love in romantic relationships and has been regarded as “Mr. Transformation” in coaching and counseling. His profound insight integrates science, philosophy and spirituality.

With a mission to raise consciousness, break bondages and transform lives, Andi works with people at all four levels of life: physical, emotional, mental and spiritual. He has a unique ability in helping individuals resolve challenging issues in their lives and succeed in their career, finance, family and social areas.

Andi is based in Toronto, Canada and is available for private consultation and counseling as well as public speeches and seminars. People who have heard him speaking and/or consulted him feel enlightened, inspired and empowered. His wisdom and love for all life open hearts, expand minds and inspire purposeful actions.

**Courtney Betty** - Lawyer ([Betty's Law](#)), Consultant, Public Speaker, Diversity Strategist



Mr. Courtney Betty is a former Crown Attorney at the Department of Justice Canada, representing the Government of Canada in complex tax, commercial, and litigation matters. Mr. Betty has applied his 20 years of extensive legal experience in both government and the private sector, especially in the areas of international business development.

He has been recognized for work he has done in high-profile cases such as that of Shaquan Cadougan, a four-year-old boy who was shot in the summer of 2005 in a community housing area of Toronto's troubled Jane-Finch community.

**Julie Cafley** - Vice-President, Communications and External Relations, [Digital Research Alliance of Canada](#)



Dr. Julie Cafley is a creative, strategic leader and an accomplished academic with expertise in public policy, governance and higher-education leadership. She is the Vice-President, Communications and External Relations at the Digital Research Alliance of Canada. She is helping to lead an innovative vision to build the organization from the ground-up and develop its brand as a world-class start-up funding tomorrow's technology.

Previously, she worked as Executive Vice-President at the Public Policy Forum (PPF). Julie built bridges and enhanced the profile and visibility of the PPF while directing its communications, external partnerships, membership and learning teams. In her previous role as Chief of Staff to two presidents at the University of Ottawa, Julie worked closely with the senior executive team to develop and advance strategic initiatives.

Julie holds a PhD in education leadership from the University of Ottawa and has sought-after expertise in university presidential mandates. Her PDF [thesis](#) focused on higher education leadership and governance through the lens of unfinished terms of Canadian university presidents.

**[Nancy Mitchell](#)** - Program Manager (Interim), [Diversity Institute](#)



Nancy Mitchell is from Toronto, Ontario. She holds a Masters Degree in Political Science with a Graduate Collaborative Specialization in Women and Gender Studies from the University of Toronto. She is a Program Manager at the Diversity Institute where she has worked on numerous research projects focused on diversity and inclusion including the 50-30 Challenge. Previously, Nancy worked as a consultant supporting multiple UN Women portfolios and programs including women's economic empowerment and entrepreneurship, diversity and inclusion in media, ending violence against women, and others.

**[Tania Saba](#)** - Founder and Holder of the [BMO Chair in Diversity and Governance](#) and Full Professor, Université de Montréal, Professor at the University of Montreal and co-chair of the 50-30 Challenge Steering Group



Tania Saba, Ph. D., CRHA, is the founder and holder of the BMO Chair in Diversity and Governance and Full Professor at the School of Industrial Relations at the University of Montreal. She is an expert on issues related to diversity management, workforce aging, intergenerational value differences, work organization transformations and future skills. Her publications have won numerous awards. She collaborates on major research projects with public and private organizations on issues of employment integration and adaptation of disadvantaged groups.

In addition to her academic career, Tania Saba has held several leadership positions at the Université de Montréal; first female

Chair of the School of Industrial Relations (2008-2010); Associate Dean of Undergraduate Studies (2010-2012) and Associate Dean of Graduate Studies and External Affairs at the Faculty of Arts and Sciences (2012-2015). She acted as Dean of the Faculty of Arts and Science from 2015 to 2017. Tania Saba oversees the Quebec and Francophone Communities in Canada chapter of the Women Entrepreneurship Knowledge Hub, led by the Diversity Institute at Ryerson University (WEKH/PCFE). She is a member of the Interuniversity Research Centre on Globalization and Work (CRIMT), the International Observatory on the Societal Impacts of AI and Digital (OBVIA), and the Montreal Centre for International Studies (CÉRIUM).

**[Wendy Cukier](#)** - Founder, [Diversity Institute](#)



Dr. Wendy Cukier is the Diversity Institute Founder, Academic Director of the Women Entrepreneurship Knowledge Hub and Research Lead of the Future Skills Centre. She is the co-author of the bestseller, *Innovation Nation: Canadian Leadership from Java to Jurassic Park* and former VP of Research and Innovation. The Diversity Institute has 100 research staff, 100 research associates from around the world, 200 industry partners and focuses on dimensions of diversity and inclusion in the workplace, future skills, and entrepreneurship and innovation. Harnessing the power of innovation, it promotes the advancement of underrepresented groups. The Diversity Institute is also a research lead for the \$300 million Future Skills Centre and the \$8.6 million Women Entrepreneurship Hub. Wendy has been recognized with the Harry Jerome Diversity Award, the Bob Marley Award, the Canada-Pakistan Business Council's Female Professional of the Year, the Metropolis Research Award, the CATA Alliance, Sara Kirke Award for Entrepreneurship and Innovation and 100 Most Powerful Women by WXN. She has been named a YWCA Woman of Distinction and one of the International Women's Forum 2020 Women Who Make a Difference, a Woman of Influence and one of the "100 Alumni who shaped the Century" by the University of Toronto. Wendy holds a PhD, an MBA, an MA, and honorary doctorates from Laval and Concordia.

**[Wessam Ayad](#)** - Project Supervisor, Workplace Inclusion Charter, [KEYS](#)



Wessam Ayad is a Project Supervisor, Workplace Inclusion Charter at KEYS. Founded in 1983, KEYS provides Kingston and communities in Eastern Ontario with a variety of dynamic employment programs and services. Our expertise in helping individuals to attain their employment goals extends to a diverse population; including: mature workers, persons with disabilities, youth, students and newcomers to Canada. Previously, Wessam has worked at the Islamic Center of Cambridge. She holds a Certificate in Career Development from Career Professionals of Canada, Certificate in Mental Health First Aid from the Mental Health Commission of Canada and a Certificate in Communication and Emotional Intelligence for Leaders and Workplace Mentorship from OTEC.

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## Private Sector

Session date: February 10, 2022 (AM)

### The panelists

**Christina Rodrigues** - Chief Operating Officer, [CAMSC](#)



Christina Rodrigues is responsible for the overall daily operations of CAMSC and will enhance the range and scope of the organization's growth and work with all CAMSC's stakeholders.

The Canadian Aboriginal and Minority Supplier Council (CAMSC) facilitates the growth of Aboriginal and minority owned businesses, by connecting them to procurement opportunities with companies and governments committed to a diverse and inclusive supply chain.

**Courtney Betty** - Lawyer ([Betty's Law](#)), Consultant, Public Speaker, Diversity Strategist, Betty's Law



Mr. Courtney Betty is a former Crown Attorney at the Department of Justice Canada, representing the Government of Canada in complex tax, commercial, and litigation matters. Mr. Betty has applied his 20 years of extensive legal experience in both government and the private sector, especially in the areas of international business development. He has been recognized for work he has done in high-profile cases such as that of Shaquan Cadougan, a four-year-old boy who was shot in the summer of 2005 in a community housing area of Toronto's troubled Jane-Finch community.

**Jeannine Pereira** - Talent Development and Learning Leader, [EY](#)



As Ernst & Young (EY) Canada's talent development & learning leader, Jeannine leads a team of consultants to plan and execute learning practices that build high-performing teams, increases employee engagement, grows leadership competencies and effectively onboards new hires. Working with

the firm's senior management and business leaders, Jeannine manages transformational change and seeks out innovative teaming and training methods as the industry continues to evolve.

### [Jennifer Laidlaw](#) - Country Head, [30% Club Canada](#)



Jennifer Laidlaw is a transformational leader, advisor, and coach specializing in strategic innovation and change. With over 15 years of experience in the corporate, regulatory, government, and nonprofit sectors, she has successfully led change initiatives for some of Canada's largest organizations in banking, technology, and customer service. She has effectively guided a broad range of companies in strategy, execution, management, and governance.

As a strategist and trusted advisor to CEOs and boards, Jennifer has built a reputation for successfully disrupting and modernizing legacy organizational systems for optimal outcomes. She is recognized for her ability to define, organize, and execute large, complex initiatives, overseeing all aspects of their development and implementation.

Jennifer is currently serving as the Country Head for the 30% Club Canada, leading the evolution of the campaign to a sustainable and inclusive model. Working directly with the CIBC CEO in his role as 30% Club Canada Chair, she led the development and coordination of the Canadian chapter, including a national Advisory Committee of Chairs and CEOs. She also provided leadership and coordination for the CIBC CEO in his role as Chair of the Catalyst Canada Advisory Board. Both of these efforts saw critical progress on the boards and c-suites of corporate Canada.

Prior to joining CIBC, Jennifer held a variety of executive roles, including her time working alongside the Chair and CEO of the Ontario Securities Commission (OSC), as the Chief Human Resources Executive, to architect the OSC's transformation into a 21<sup>st</sup>-century regulator. Collaborating directly with the CEO and the Board of Directors, she developed and led OSC's People Strategy, resulting in the OSC being named a Top Greater Toronto Area (GTA) Employer and shortlisted as one of the Top 100 Employers in Canada.

Jennifer holds a Master of Arts in Education from the Ontario Institute for Studies in Education and a Bachelor of Arts in Sociology & Psychology from Wilfrid Laurier University. She holds an Advanced Certificate in Board Governance and a Leadership Certificate for Hospital Board Chairs from the Ontario Hospital Association. She also received a Certificate in Managing in a Regulatory & Enforcement Environment from the Harvard Kennedy School of Management and is a Certified Human Resources Executive (CHRE).

[Wendy Cukier](#) - Founder, [Diversity Institute](#); Academic Research Lead of the [Future Skills Centre](#)



Dr. Wendy Cukier is the Diversity Institute Founder, Academic Director of the Women Entrepreneurship Knowledge Hub and Research Lead of the Future Skills Centre. She is the co-author of the bestseller, *Innovation Nation: Canadian Leadership from Java to Jurassic Park* and former VP of Research and Innovation. The Diversity Institute has 100 research staff, 100 research associates from around the world, 200 industry partners and focuses on dimensions of diversity and inclusion in the workplace, future skills, and entrepreneurship and innovation. Harnessing the power of innovation, it promotes the advancement of underrepresented groups. The Diversity Institute is also a research lead for the \$300 million Future Skills Centre and the \$8.6 million Women Entrepreneurship Hub. Wendy has been recognized with the Harry Jerome Diversity Award, the Bob Marley Award, the Canada-Pakistan Business Council's Female Professional of the Year, the Metropolis

Research Award, the CATA Alliance, Sara Kirke Award for Entrepreneurship and Innovation and 100 Most Powerful Women by WXN. She has been named a YWCA Woman of Distinction and one of the International Women's Forum 2020 Women Who Make a Difference, a Woman of Influence and one of the "100 Alumni who shaped the Century" by the University of Toronto. Wendy holds a PhD, an MBA, an MA, and honorary doctorates from Laval and Concordia.

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## Nonprofit Sector (Diversity Toolkit Webinar with Charity Village)

Session date: February 10, 2022 (PM)

### The panelists

[Marina Dawson](#) - Director, Marketing & Communications at [CharityVillage](#)



Marina Dawson is the Director of Marketing & Communications at CharityVillage. Connecting Canadian non-profits & charities to news and resources, with an emphasis on the West Coast.

[Nancy Mitchell](#) - Program Manager (Interim), [Diversity Institute](#)



Nancy Mitchell is from Toronto, Ontario. She holds a Masters Degree in Political Science with a Graduate Collaborative Specialization in Women and Gender Studies from the University of Toronto. She is a Program Manager at the Diversity Institute where she has worked on numerous research projects focused on diversity and inclusion including the 50-30 Challenge. Previously, Nancy worked as a consultant supporting multiple UN Women portfolios and programs including women's economic empowerment and entrepreneurship, diversity and inclusion in media, ending violence against women, and others.

[Wendy Cukier](#) - Founder, [Diversity Institute](#); Academic Research Lead of the [Future Skills Centre](#)



Dr. Wendy Cukier is the Diversity Institute Founder, Academic Director of the Women Entrepreneurship Knowledge Hub and Research Lead of the Future Skills Centre. She is the co-author of the bestseller, *Innovation Nation: Canadian Leadership from Java to Jurassic Park* and former VP of Research and Innovation. The Diversity Institute has 100 research staff, 100 research associates from around the world, 200 industry partners and focuses on dimensions of diversity and inclusion in the workplace, future skills, and entrepreneurship and innovation. Harnessing the power of innovation, it promotes the advancement of underrepresented groups. The Diversity Institute is also a research lead for the \$300 million Future Skills Centre and the \$8.6 million Women Entrepreneurship Hub. Wendy has been recognized with the Harry Jerome Diversity Award, the Bob Marley Award, the Canada-Pakistan Business Council's Female Professional of the Year, the Metropolis

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## Unanswered Q&A

1. I am unclear of the definition of episodic disabilities. Please visit the Publicly Available Specification ([diconsulting.ca](http://diconsulting.ca)), the Accessible Canada Act, and the Federal Disabilities Guide for more information on people with disabilities.
2. Why did you choose 30% for other equity deserving groups? Innovation, Science, and Economic Development Canada (ISED) has set the parameters and goals for the Challenge. For more information please visit <https://www.ic.gc.ca/eic/site/icgc.nsf/eng/07706.html>
3. "We probably already meet 50% of management, probably not 30% diversify. But our board is 100% elected, twelve members on an annual basis. Any advice for promoting 50-30 vis-à-vis elected non-profit boards?" It's a good question and often requires a longer strategy akin to the strategies used by political parties, for example to improve representation. Generally nominating committees put forward a slate of candidates (even if they are elected) or there is some process of identifying candidates and supporting campaigns. Organizations with elected boards need to engage in processes to communicate the importance of EDI to organizational performance and groom diverse candidates to run for the board. More complex for sure but doable!
4. How can I hire according to the percentages when I am not permitted to ask for much of this data on an application form? Please review [guidelines related to application processes to ensure you abide by Canadian legislation and regulations](#).
5. How could an organization strengthen equity-deserving staff without running the risk of being accuse of discriminating others under the Human Rights Code? "Affirmative Action, i.e. providing preferential treatment to historically disadvantaged groups is permitted by Human Rights Codes. Organizations can absolutely target specific designated groups in their hiring practices. While others may protest there is no legal impediment to doing so. Please be sure to review existing Canadian regulations and legislation.
6. How do we clarify the difference between tokenism and legitimate engagement? A good and important question. It is important to couple efforts for achieving 50% gender parity and 30% significant representation with strategies to promote diversity, equity and inclusion within the workplace more broadly. This can include strategies geared toward governance and leadership; recruitment, selection, promotion, retention, and separation; HR policies (including developing a clear mission statement and policies related to diversity, equity and inclusion), measurement and tracking of diversity, equity and inclusion, diversity across the value chain; and outreach and expanding the pool.
7. What is the advantage of engaging in the challenge in comparison to simply using the toolkit? Being part of the 50-30 challenge sends a signal about your intentions and commitments (as with other voluntary codes such as the 30% Club, Responsible

Investors Association or Black North Initiatives. Addition, if you apply for government funding increasingly there are questions about commitments to EDI. It is also expected that 50-30 signatories will be prioritized for the supports being provided through the ecosystem fund.

8. How do we begin? We'd like to collect demographic data from our membership (we're an association). Should we send a survey asking if the members are comfortable with contributing to our data collection? I think it generally requires a bit of a strategy to acclimatize people to the reasons - the importance of EDI etc. and then to explain why you want to collect data, what the data will be used for etc. If it comes out of the blue, members may be put off. Depends on the organization but explaining its becoming increasingly important to funders and partners might help. Please be sure to review existing regulations and legislation (including those in the Canadian Human Rights Commission).
9. Wendy, thank you for your presentation. Your opening remarks illustrated cities across all of them appeared to be larger sized cities. Is there any research being done to champion EDI initiatives in mid-size or smaller communities with populations less than 150,000, 50,000, or 25,000 for example? Advocating for equity, diversity and Inclusion, in smaller sized towns can be challenging because it is often perceived as a "big city issue" Agreed, yet smaller towns often really need to grapple with these issues as many are facing population declines and have more challenges, for example, attracting newcomers especially those who are racialized. There are some examples I can think of eg. in Kingston - not sure of its population Happy to share! Feel free to contact us directly.
10. First steps to becoming an ally? What does allyship mean? Being an ally can mean many things, but in this instance it can mean openly supporting and promoting the 50-30 Challenge and actively supporting strategies your organization is adopting to strive for gender parity and significant representation.
11. Can you explain how the 50/30 was determined? Innovation, Science, and Economic Development Canada (ISED) has set the parameters and goals for the Challenge. For more information please visit <https://www.ic.gc.ca/eic/site/icgc.nsf/eng/07706.html>
12. You talked about moving away from Western ideals of leadership - have there been similar considerations for moving away from Western ideals of measurement/evaluation in this work? Good question. There are certainly lots of debates about the limitations of counting and of "essentializing" identities. At the same time, most of the equity deserving groups we work with, want a focus on representation and accountability, recognizing is limited and we need to move beyond it. The problem with the post-representation crew, in my mind is that by focusing on "diversity of thought" you can lose the laser focus I think we still need on gender, racialization, especially the Black community, persons with

disabilities, Indigenous people and those who identify as 2SLGBTQ+. I personally think we are still a long way from being able to ignore counting and representation yet.

13. Representation is the first step, but what are the other measurements that you can use? You can mentioned engagement? There are efforts an organization can take related to governance and leadership; recruitment, selection, promotion, retention, and separation; HR policies (including developing a clear mission statement and policies related to diversity, equity and inclusion), measurement and tracking of diversity, equity and inclusion, diversity across the value chain; and outreach and expanding the pool that ensure that workplaces are inclusive.
14. Do you have any recommendations on how very small organizations (WELL under 10 employees) can undertake data collection and reporting, and be sensitive to confidentiality as well? Organizations should be mindful of an individual's right to voluntary self-identification and take measures to ensure confidentiality and privacy of those choosing to self-identify. Please be sure to review existing regulations and legislation (including those in the Canadian Human Rights Commission).
15. I am the only POC on an otherwise all-white board, and I'm a member of the board development committee. What would you suggest our committee brings to the agenda to get started on this kind of initiative, given that there will likely be a very rural-Alberta-flavoured resistance to the subject? We want to take the first steps to getting concrete, tangible, goals and targets integrated into our board's strategic plan going forward. A first step can be sharing why diversity, equity and inclusion is important, and also the benefits it has for organizations (the PPT we have shared has examples of why it's important and what the benefits of diversity, equity, and inclusion are). From there, there are tangible first steps an organization can take to begin striving for inclusive workplaces. Developing a mission statement focused on diversity, equity, and inclusion, developing policies geared towards human rights, anti-harassment, anti-racism, etc, are great ways to get the ball rolling. Developing allies and champions so you are not put in the tiresome position of having to always be the advocate is another strategy. I have often been on boards where members of under-represented groups would "script me" to advocate for them. Its unfortunate but sometimes thinking about the messenger as well as the message needs to be part of the strategy.
16. Can we join the 50-30 challenge for board, but not management? We have low turn-over in management, so it would be hard to move the needle on this in the short-term. The Challenge goals encourage organizations to strive for gender parity and significant representation on Canadian boards **and/or** senior management. As such, there is flexibility in working towards the goals on boards vs. senior management.
17. Reporting on 50:30 metrics and sharing with staff/board may reveal characteristics that people might not want to have revealed, especially if it is a small sized group. Any advice? Organizations should be mindful of an individual's right to voluntary

self-identification and take measures to ensure confidentiality and privacy of those choosing to self-identify. Please be sure to review existing regulations and legislation (including those in the Canadian Human Rights Commission). Additionally if you use the broad categories to report - gender and diversity - there is more flexibility as it's not so obvious.

18. Where can I get access to the privilege checklist? Do you give permission for use of equity education within organizations? We will share the presentation accompanying this meeting and there is a longer privilege checklist we can provide.
19. Will you be meeting with all signatories? How do we book a meeting with you? Sure - happy to chat - we are still in start up mode so it might take awhile. Feel free to email [diconsulting@ryerson.ca](mailto:diconsulting@ryerson.ca) with your inquiries.
20. Do some groups have challenges with Board or Management not wishing to share this information based on privacy values? The Challenge relies on voluntary self-identification and organizations should take measures to ensure confidentiality and privacy of those choosing to self-identify. Please be sure to review existing regulations and legislation (including those in the Canadian Human Rights Commission).
21. For a National organization - what would you say to use? Right now, what I'm using is Census data as a benchmark tool. I think that makes sense although it depends a bit on the context.
22. I'm wondering about including religious and immigrant diversity for the 30%. The Challenge parameters and goals were established by ISED. Please visit the Publicly Available Specification for more information on the definitions and explanations of the groups that form "equity-deserving groups". In terms of how you set targets internally these are definitely worth considering as many disadvantaged groups - eg Muslims - also tend to be racialized.
23. Are there funding opportunities available for training and workshops for NPO's trying to achieve success in the 50-30 challenge? or training workshops for staff to participate in a positive meaningful way in the 50-30 Challenge. The organizations funded through the ecosystem will be providing services, I am not aware of specific funding available. But again, happy to discuss.
24. If we have met the 50 and the 30, what would our goal be in joining the challenge? If you've met the goals, join the Challenge and share this achievement and encourage others in your networks to do the same! It's important to also approach diversity, equity, and inclusion as an ongoing effort and continue to strengthen inclusion in your workplace through HR policies, tone from the top, measurement, etc.

25. Thank you for advocating for inclusion of non binary and gender diverse people. What strategy/ research would you recommend when a community' inclusive leadership policy only perceives gender as binary male and female- and the "equity" that is being championed is actually only gender parity- hiring as many women as men? It's definitely a challenge and somewhat generational. Again, having allies and champions that you think your leadership will listen to could help. Happy to discuss further - I know lots of folks of my vintage find it challenging. We use data on the proportion of young people who care about these issues, who identify as non binary, the negative impacts of feeling excluded, the importance of pronouns etc. No simple solutions for sure. One of our partners, Pride at Work helped us a lot in navigating this. Feel free to reach out.
26. Thank you so much for all the information! It has given me a lot to reflect on and to share with my Executive Directors. Are we able to contact you if we would like some guidance on this subject? Thanks again! If you have any additional concerns or questions, you can contact us at: [50-30ChallengeInfo@canada.ca](mailto:50-30ChallengeInfo@canada.ca).