



# Equity & Diversity Collaborative

2021 ANNUAL REPORT

Powered By City of Mississauga & Healthcare Businesswomen's Association (HBA) Canada Region



## MISSION

# Accelerating Change

*The Equity & Diversity Collaborative aims to achieve a 50% gender-parity ratio and a 30% representation of other under-represented groups, including racialized persons, people living with disabilities, and members of the LGBTQ2+ community at all levels of organizations and on Canadian board(s).*

In alignment with Innovation, Science and Economic Development Canada's (ISED) 50 - 30 Challenge



## EXECUTIVE SUMMARY

Launched in 2021, the Equity & Diversity Collaborative (EDC), a first-of-its-kind initiative in Canada, brought together 17 life sciences organizations dedicated to improving equity, diversity and inclusion practices in their workplaces.

Together, these organizations work towards achieving a 50% gender-parity ratio and a 30% representation of other under-represented groups, including racialized persons, people living with disabilities, and members of the LGBTQ2+ community at all levels of organizations and on Canadian board(s).

To achieve this goal, ambassadors from each member organization participated in a series of exercises to identify where the Collaborative could be most impactful, which initiatives would best facilitate change, and how that change could be effectively measured.

There is still a long way to go to achieve this goal. Still, within its first year, the EDC, which represents more than 4,300 employees, made progress in accelerating and creating change in the member organizations.

This report summarizes the EDC activities and accomplishments in 2021, foundational blocks for future progress.

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## WHY WE NEED TO DO MORE

19%

### GENDER PAY GAP in Life Sciences in Ontario

Life Sciences Ontario. Accelerating Prosperity: The Life Sciences Sector in Ontario (February 2019)

Seventy-four percent of companies tend to hire through personal connections and employee referrals, limiting the scope of their networks. It is necessary to expand recruitment streams and adopt new, more inclusive HR practices and methodologies.

BioTalent Canada. Close-up on the bio-economy: National Report (October 2021)

### WORKFORCE DIVERSITY OPPORTUNITY in Life Sciences Across Canada

Women	34%
Indigenous peoples	1%
Recent immigrants	9%
Internationally educated professionals	17%
People with disabilities	1%
Visible minorities	20%

BioTalent Canada. Close-up on the bio-economy: National Report (October 2021)

Gender and ethnic diverse organizations are 25% and 36% more likely to outperform on profitability.

McKinsey and Company. Diversity Wins Report (May 2020)

As education increases, the income gap between Blacks and Whites increases.

**Blacks with University or College level education in Canada earn**

**28% less**

than Whites with the same level of education.

Presented at the Diversity Recruitment Fair by Onyx Initiative. Source: Stats Canada

# 2021 ROAD TO SUCCESS

The Equity & Diversity Collaborative supports companies to achieve their equity, diversity and inclusion goals by facilitating opportunities for its members to connect, share best practices and learn from one another.

Member companies selected a primary focus area at the beginning of the year. Through a series of workshops, company ambassadors planned specific tactics to implement and began doing this work. Midway through the year, the Collaborative studied the impact of these tactics and made necessary adjustments to optimize results. This approach allowed the collaborative to achieve a measurable effect within months of launch.



## Equity & Diversity Collaborative Member Spotlight

“The pace of change is frustrating, especially for those that have been waiting for equity and inclusion for so long. As individuals and organizational leaders, we need to shorten this time by applying our learnings as quickly as possible versus waiting for system and policy to catch up. Small quick shifts can have an enormous impact - Learn and apply.”

**Nita Arora**  
Agility Coach, Roche Canada

### Mississauga Life Sciences Consortium Meeting

In February 2021, Mississauga Mayor, Bonnie Crombie, hosted a meeting with Life Sciences executives to discuss the current status and importance of improved gender equity and diversity in the workforce. This meeting led to the launch of the Equity & Diversity Collaborative.

#### Key Outcomes

- Noted a wide range of challenges and successes existed, with several companies identifying as gender-imbalanced (in either direction)
- Expanded the Collaborative's scope beyond gender to include other underrepresented groups, including racialized persons, people living with disabilities, and members of the LGBTQ2+ community
- Extended impact beyond the life sciences sector by engaging stakeholders linked to the life sciences and healthcare industry
- Focused on priority items including recruitment and hiring practices to ensure a diverse talent pool and mentorship
- Ensured inclusive practices to account for companies of all sizes and maturity

### Solutions Summit One

Worked with equity, diversity and inclusion experts, Connective Intelligence, to align the Collaborative around a common language to inform discussions, highlight the entrenchment of bias in infrastructure (policies, procedures and practices) and provide mitigation strategies for improvement.

#### Key Outcomes

- Documented the steps for HR and department-specific recruitment, hiring and promotion practices, both stated and observed
- Participated in a SWOT discussion on equity, diversity and inclusion practices
- Exchanged equity, diversity and inclusion strengths and opportunities of current practices
- Discussed the biggest barriers and threats to improving diversity
- Shared mitigation strategies to overcome bias or potential for bias that threatens current practices

The Collaborative identified the following areas and associated tactics for implementation within their organizations.

	FOCUS	TACTIC
Recruitment	How candidates in the community are identified	Leverage new channels and inclusive job descriptions to ensure a diverse slate of candidates
Hiring	How candidates are brought into the company	Conduct bias training for managers and interview panels
Promotion	How candidates are advanced in the company	Perform a diversity review in succession planning

## Mid-Point Meeting

Collaborative ambassadors connected between Solutions Summits to share progress updates, key insights and learnings, and highlight uncovered opportunities or challenges. While each organization needs to take a unique approach to advance its work, common themes were identified across the Collaborative.

SUCCESSES	CHALLENGES
Existing strong representation of women in executive roles	Sourcing diverse talent
Integration of anti-bias workplace training and tools	Limited resources and capacity hinder progress
Implementation of gender-neutral practices	

## Solutions Summit Two

The Collaborative focused on identifying adjustments in implementation to further success and aligned on metrics to measure progress.

**The Collaborative identified the following priority areas and associated solutions for improved implementation within their organizations.**

	OBSTACLE	SOLUTION
Recruitment	Time and resource constraints limit the ability to tap into new and different channels of diverse talent	Create and share resource guides on available recruitment and social media channels across and within organizations and leverage industry partners to build resources
Hiring	Pressure to fill roles quickly and challenges dealing with competing schedules	Preselect diverse interview panel in preparation for future interviews
Promotion	Existing paradigms/biases around 'what a leader looks like' for performance standards (e.g., leader stereotypes)	Showcase the benefit of diverse leadership (e.g., including diverse leadership in corporate imaging, workshops and training, etc.)

## Looking Ahead to 2022

Ambassadors discussed what the Collaborative should start, stop and continue doing in 2022 and shared some key areas to prioritize.

### Key Outcomes

- Determined to continue taking an agile approach and delivering outputs from meetings and brainstorming sessions (e.g., quick delivery of the Diversity Recruitment Fair in response to challenges identified by ambassadors)
- Agreed the current operational structure is working, preferred to switch to a new video conferencing platform and accelerate outputs with working meetings
- Prioritized three focus areas for 2022, including:
  - Scope out and develop an equity, diversity and inclusion hiring toolkit
  - Define meaningful demographic data points to measure
  - Support continued development and refinement of organizations equity, diversity and inclusion strategies

## Equity & Diversity Collaborative Member Spotlight



“Partnering with HBA through our membership and our commitment to the Equity & Diversity Collaborative, we will be able to support our local team through education and networking. This allows us to create a positive social impact through improved understanding and execute on important diversity initiatives.”

**CAROL STIFF HEAD OF CANADA - SANTEN CANADA INC**

## Equity & Diversity Collaborative Member Spotlight



“Embracing diversity and providing equality helps create a work environment that values different talents and helps people reach their potential. An inclusive workplace also fosters better productivity, efficiency and corporate morale. Diversity, inclusion and belonging are not just a part of Amgen Canada’s corporate culture, they’re core values that bring the company together.”

**JOHN SNOWDEN EXECUTIVE DIRECTOR, VALUE, ACCESS AND POLICY - AMGEN CANADA INC.**

# IMPACTS & INSIGHTS



**82%** of members surveyed reported receiving **GOOD** or **SIGNIFICANT VALUE** from participating in the Collaborative<sup>1</sup>

Collaborative Members Represent a Total Workforce of **4,300+** Employees

**SIX** Collaborative companies completed bias training for between 50-100% of their workforce



Cross-company learning and collaboration was identified as the top value driver

**50%**



of Collaborative members diversified recruitment channels this year<sup>2</sup>

Number of company responses 1) N=11, 2) N=10

## COMPANY SPOTLIGHT: SANOFI CANADA



Sanofi has a bold ambition for Diversity, Equity and Inclusion: to build leadership and teams that reflect the diversity of our communities. Setting goals, collecting data, and closely monitoring changes over time are essential to maximizing impact and increasing accountability around diversity and inclusion. Sanofi Canada is doing just that.

In July 2021, Sanofi Canada launched a “self-identification” campaign that encourages employees to log in to Workday, a human capital management software, to voluntarily and confidentially provide this personal information. Collecting this information has helped Sanofi guide its diversity strategy, identifying needs and opportunities and revealing trends that will focus their action plans to increase representation from historically under-represented groups.

Thanks to the Self ID Campaign and the implementation of additional demographic’s groups in Workday, Sanofi developed a new Canada Diversity Dashboard deploying new KPIs including, among others:

- Gender and Ethnicity Balance per level and overall
- Changes in Female representation over time (2020-09 vs. 2021-09)
- Age representation
- Gender and Ethnicity over time representation for promotions and external hires

What’s next? Sanofi is working towards an additional Canada Diversity Dashboard for external candidates.

# AWARENESS & ENGAGEMENT ACTIVITIES

## Promoted Positive Corporate Brand Recognition

Drove awareness of our member's commitment to excellence in equity, diversity and inclusion practices and the work being undertaken by the Collaborative through [news releases](#), social media campaigns, a program [website](#) and a [feature](#) in BIOTECanada's Insights Magazine.

**Equity & Diversity Collaborative Member Spotlight**



“Equity & Diversity means opportunity and a voice for every individual. Raising awareness and allyship builds a stronger workforce and better business. I am inspired by the smart, talented individuals that I work with at General Electric, and the experiences I have had through our GE Women's Network which is 20+ years strong.

The Equity & Diversity Collaborative is an exciting opportunity to share best practices with like-minded businesses, and grow our local community. ”

Cynthia Sranko  
Quality Leader - GE Healthcare



## Engaged Broader Collaborative Workforce on Building Inclusive Cultures

Dr. Imogen Coe, internationally recognized Canadian thought leader on equity, diversity and inclusion in sciences, technology, engineering and math (STEM), delivered a presentation to close to 100 Collaborative member employees on the importance of building organizational cultures that embrace equity, diversity and inclusion to improve the employee experience.

## Collaborated with Other Life Sciences Stakeholders

Delivered on the Collaborative's desire to broaden its impact to more life sciences stakeholders. Working alongside Innovative Medicines Canada, BioTalent Canada, Shift Health, Life Sciences Ontario and others, the [Inclusive Life Sciences Collaboration](#) launched to align efforts across the sector and drive action toward a more inclusive life sciences future.



## Delivered a Diversity Recruitment Fair

Facilitated connections with organizations that assist with recruitment and hiring or education and awareness training for underrepresented groups in response to challenges identified by members limiting their ability to engage with new recruitment partners. View recordings of the Diversity Recruitment Fair sessions [here](#).

Participating organizations in the 2021 Diversity Recruitment Fair:



# 2021 COLLABORATIVE MEMBERS



## Thank you to our Company Ambassadors

Andrew Roberston	Senior Manager, Public Affairs
Carol Stiff	General Manager
Cynthia Sranko	Quality Leader
Danielle Portnik	Regional Business Director, International
Erin Murphy	Business Head, Neuroscience
Jackie Hardwick	Senior Strategy & Operations Manger
Jaime Duguid	HR Business Partner
Janine Pajot	Vice President Human Resources
John Snowden	Executive Director, Value, Access & Policy
Kathy Foris	Country Medical Director
Kelly Sa Miguel	Human Resources Operations Specialist
Lynn Riley	Manager, Financial Communications
Marija Mandic	Head of Communications
Nicole Stuart	Country Head, Human Resources
Nita Arora	Agility Coach
Tamara Blair	National Business Development Manager

Novo Nordisk Canada Inc.  
 Santen Canada  
 GE Healthcare  
 Ambry Genetics  
 Jazz Pharmaceuticals  
 Eli Lilly Canada  
 AstraZeneca Canada  
 Bayer Canada  
 Amgen Canada  
 Intercept Pharmaceuticals  
 Sanofi Canada  
 Miravo Healthcare  
 Biogen Canada  
 GlaxoSmithKline Canada  
 Roche Canada  
 Boston Scientific



### **About the City of Mississauga's Life Sciences Sector:**

Mississauga is a connected ecosystem that cultivates and nurtures commercialization of life sciences innovations: a proven destination where diverse companies and exceptional talent grow, succeed and prosper. Mississauga is a leading Canadian life sciences hub with over 470 life sciences companies employing over 25,000 people. Guided by the Mississauga Life Sciences Cluster Strategy and in collaboration with the industry, Mississauga champions the life sciences sector through strong advocacy, a focus on talent and workforce development, and facilitation of business connections that lead to better business opportunities and results for its companies. For more information, please visit [Mississauga Life Sciences](#).

### **About the Healthcare Businesswomen's Association (HBA) Canada:**

The Healthcare Businesswomen's Association (HBA) Canada is affiliated with the global not-for-profit Healthcare Businesswomen's Association organization, dedicated to furthering the advancement and impact of women in the business of healthcare. With over 70 locations throughout the world, the HBA serves a community of more than 70,000 individuals and 175 corporate partners. The organization provides networking forums to build relationships; access to industry thought leaders to broaden perspective; and educational programs to develop leadership skills. In 2018, the HBA founded the Gender Parity Collaborative. This award-winning consortium of 15 global leading healthcare and life-sciences companies is accelerating gender equality and diversity by fostering and adopting systemic changes in the industry workplace. For more info, please visit [HBA](#).

