

2018
CATALYST
CANADA
HONOURS

workplaces
that *work*

15 OCTOBER 2018



CATALYST
WORKPLACES THAT WORK FOR WOMEN

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Check for our latest entries and leave your thoughts and reactions on our blog, Catalyzing, which brings together many voices and perspectives from across Catalyst and beyond.



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LinkedIn.com/groups/2710104

Join this Catalyst group to participate in conversations pertinent to expanding career opportunities for women and business, and diversity and inclusion in general, with others who are leaders in their industries.



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Follow @CatalystInc to receive daily tweets on news, research, and trends related to women, work, and diversity and inclusion.



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"Like" Catalyst to get the latest news about women in the workplace and global diversity issues, engage in discussions with us and other people, and stay in the know about new Catalyst initiatives.



YouTube.com/user/CatalystClips

View our powerful and timely videos on women and business, including previous Catalyst Canada Honours Champion videos.

MARC OnTheMarc.org

Join MARC—Men Advocating Real Change—Catalyst's online learning community for professionals committed to achieving equality in the workplace.



WiFi Information

Network: Fairmont_Meeting
Password: catalyst



Hashtags

#CCH2018
#WorkplacesThatWork

About Catalyst

Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to help build workplaces that work for women. Founded in 1962, Catalyst drives change with pioneering research, practical tools, and proven solutions to accelerate and advance women into leadership—because progress for women is progress for everyone.

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welcome

Welcome to the 2018 Catalyst Canada Honours Conference. Since 2010, more than 40 outstanding individuals have been honoured as Champions, representing the gold standard of inclusive leadership in corporate Canada. This year, we celebrate the 2018 Catalyst Canada Honours Champions who are creating workplaces that work—for women and for employees from every race, ethnicity, and gender. To build inclusive workplaces—as a leader, a manager, and team member—you need powerful tools, innovative thinking, and real-world examples. You need solutions custom-fit to your role and the changes you want to make. To this end, we've built the 2018 Catalyst Canada Honours Conference to include solutions-oriented opportunities that support learning across all levels of an organization.

Learn from the 2018 Champions, Catalyst experts, and others leading change, and return to work equipped to knock down roadblocks and rewire your corporate culture to be as inclusive and forward-thinking as it can be.

Thank you for joining us today to make real change and for creating workplaces that work!

AGENDA

8:00 AM
–
8:45 AM

Registration and Networking Breakfast

CONNECT

Engage the person sitting next to you! Share a story about what makes your workplace work for you.

8:45 AM
–
9:00 AM

Opening Remarks and Activity

Audrey Gallien, Senior Director, Business Development, Catalyst

Emcee: Alicia Sullivan, Senior Associate, Corporate Engagement, Catalyst

9:00 AM
–
9:15 AM

Champion Spotlight

ERIN DAVIS, DIRECTOR, GLOBAL TALENT ENGAGEMENT, STANTEC CONSULTING

2018 Catalyst Canada Honours Emerging Leader Champion

Building Workplaces That Work For Women

Erin Davis is a trailblazer with a passion for accelerating women into senior- and executive-level roles. A firm believer that every individual has the power to drive change, Erin has had a significant impact on workplace culture at Stantec and across the Edmonton business community. In this session, she'll share how she built the highly successful Women@Stantec employee resource group (ERG), the first of its kind at the company—and used it as a blueprint to mobilize others ERGs. She'll also share highlights from her lead role at Works for Women, an innovative network committed to making Alberta a better place for women to lead.

9:15 AM
–
10:00 AM

Keynote Speaker: Artificial Intelligence and the Future of Work

Keynote Speaker: Jodie Wallis, Managing Director, Financial Services & Canadian AI Lead, Accenture

Artificial intelligence (AI) is changing how work gets done. Jodie understands how AI offers both benefits and challenges for your organization's workforce—the human side of operations. Ethics, bias, and the diversity and inclusiveness of those who create, influence, and use AI all need to be considered. With Jodie's expertise, you'll leave this presentation more informed and empowered to influence change in your workplace.

SPONSOR



MACKENZIE

10:00 AM
–
10:15 AM

Champion Spotlight

ANEELA ZAIB, FOUNDER & CEO, EMERGITEL

2018 Catalyst Canada Honours Company/Firm Leader Champion

Building Workplaces That Work For Talented Newcomers

Aneela Zaib arrived in Canada in 1998, four months pregnant, with a goal of finishing her Master's degree in engineering, applying her skills as an electrical and computer engineer, and perhaps someday starting a business. Today, she is the transformational leader of emergiTTEL, a pioneering recruitment agency that has reinvented the way traditional recruitment occurs in the IT and telecom industries. In particular, Aneela and her team have helped countless numbers of skilled immigrant women, who are often overlooked because they don't have the requisite "Canadian experience," to find sought-after technical positions. In this session, she'll share her remarkable story along with strategies to help companies find the best talent.

10:15 AM
–
10:30 AM

Networking Break

TELL A STORY

Share how you have made a workplace work for others.

10:30 AM
–
11:15 AM

#MeToo—What's Next?

The #MeToo movement has exposed workplace sexual harassment as an oft-buried, tacitly condoned but critically important issue. The sheer volume of stories suggests that employers and employees have much to learn—and a lot to do—to create workplace cultures that oppose and prevent this behavior, while engaging and leveraging the men and women who want to be part of the solution.

Organizations need much more than policies and training to change behaviors and create safe, inclusive environments for all employees. In addition to the programs and training necessary to inform and shape employee behaviors, we must educate, empower, and hold accountable each individual within an organization for their role in shaping an organizational culture free of all forms of harassment. In this session, we turn cultural bystanders into "upstanders," and share effective ways to create fair, safe, and respectful workplaces by interrupting behaviors that demean and diminish colleagues.

See pages 16-17 for session resources.

SPEAKERS

Bill Morris, Senior Managing Director and Canada President, Accenture
Dnika J. Travis, PhD, Vice President, Research, Catalyst

SPONSOR

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AGENDA

11:15 AM

–

11:30 AM

Champion Spotlight

KONA GOULET, DIRECTOR, INCLUSION, BMO FINANCIAL GROUP

2018 Catalyst Canada Honours Emerging Leader Champion

Learn From Difference To Build Workplaces That Work

A fearless trailblazer and proud Indigenous woman, Kona Goulet has played a lead role in establishing inclusion and diversity goals at BMO. Inspired by the opportunity to create systemic, long-term impact, she has also helped develop the bank's successful "Learn from Difference" initiative, which aims to build inclusive leadership skills for 7,000 people managers. In this session, Kona will share highlights from the popular program, which has received rave reviews from participants: 97% report they could confidently apply the learnings in the workplace. Get set for an interactive, thought-provoking discussion!

11:30 AM

–

12:30 PM

Networking Lunch

SHARE

What was your most important takeaway from the morning sessions? Share your thoughts with someone you've not previously met during lunch.

12:30 PM

–

12:45 PM

Champion Spotlight

**CLAUDIA THOMPSON, MANAGING DIRECTOR, HEALTH & PUBLIC SERVICE, AND
MANAGING DIRECTOR, INCLUSION & DIVERSITY, ACCENTURE**

2018 Catalyst Canada Honours Business Leader Champion

Setting Targets To Build Workplaces That Work

A 28-year veteran of Accenture, Claudia Thompson is a passionate advocate for a workplace culture that values diversity and inclusion. Recognizing that progress takes more than just one individual or group, she has led efforts to galvanize the support of senior leaders, employee resource group leaders and volunteers, outside partners, clients—and more. In 2017, Accenture set a goal for a gender-balanced workforce by 2025, putting initiatives in place to attract, support, and advance more women. In this session, Claudia will share key strategies for achieving its 2025 ambition, and lessons learned along the way.

12:45 PM
–
1:00 PM

Networking Break

MIX IT UP

Sit with a different group of people from those in the morning program you attended. Share a story about what makes a workplace that works for you.

1:00 PM
–
2:30 PM

Concurrent Breakout Sessions

(See your name badge for your session of choice.)

SESSION 1 **BE INTENTIONAL, ACCELERATE YOUR CAREER**

In this interactive session, learn two critical skills necessary for professional advancement: 1) how to build mutually beneficial relationships with influential others and 2) how to make your achievements visible in ways that benefit both you and your organization. You'll leave with the skills to be intentional in your career while also lifting others up and paying it forward along your inclusive leadership journey.

See page 18 for topic resources.

FACILITATORS Audrey Gallien, Senior Director, Business Development, Catalyst
Kristine Remedios, National Leader, Inclusion and Diversity, KPMG

ROOM British Columbia Room

SESSION 2 **LEVERAGING DIFFERENCES TO INCREASE INNOVATION**

In an era of global competitiveness, disruption and innovation are no longer anomalies of chance or luck. Rather, they are essential ingredients for corporate competitiveness, advantage, and survival. Catalyst research shows that when employees feel included, they are more likely to innovate and contribute effectively to their teams. Participants will explore ways to deliberately create environments conducive to maximizing innovation, including how to leverage differences to foster creative problem-solving and cultivate psychological safety among teams so that risk-taking and educational mistakes are a launchpad to innovation.

See pages 19-20 for topic resources.

FACILITATORS Sherazad Adib, Senior Director, Corporate Engagement, Québec, Catalyst
Vandana Juneja, Vice President, Corporate Engagement, Canada & Asia Pacific, Catalyst
Rajini Nagendran, Chief Inclusion Officer, BMO Financial Group

ROOM Salon A

AGENDA

SESSION 3 WHAT DOES IT MEAN TO BE A “GOOD MAN” IN AN ERA OF GLOBAL WOMEN’S MOVEMENTS?

The Women’s March, #MeToo, and #TimesUp have lit up the global conversation about women’s position in society, making it feel like all the rules are being rewritten. In this session, we will explore how men can navigate—and help shape—this new reality, asking and answering some of the questions that simultaneously feel both necessary and off-limits. What makes a “good man” today? How do men really feel about our current culture? Are they allowed to feel that way? What happens if you don’t know what’s expected of you, or worse, aren’t sure you want to do it? How can men who wish to be on the right side of history navigate authentically and safely through this new world era? And how can women and men partner effectively to support progress for not only for women but for all?

See page 21 for topic resources.

SPEAKERS

Michael J. Chamberlain, Vice President, Strategic Partnerships, Catalyst
Sandra Ondraschek-Norris, Vice President, Corporate Engagement, Europe, Catalyst
Andrew Turnbull, Senior Vice-President, Small Business Banking, CIBC
Jane Yuen, Vice-President, Personal Banking and Products Technology, CIBC

ROOM

The Ballroom

2:30 PM

–

2:45 PM

Networking Break

FIND

Find two people who attended a breakout session different from yours. Share stories of individual leadership with each other.

2:45 PM

–

3:00 PM

Champion Spotlight

SIMON FISH, GENERAL COUNSEL, BMO FINANCIAL GROUP

2018 Catalyst Canada Honours Business Leader Champion

A Community Approach to Creating Workplaces That Work

Simon Fish is the guiding force behind BMO’s successful five-year enterprise strategy to increase the diversity of its workforce at all levels. Raised in South Africa, he is the child of an active opponent of apartheid, an experience that shaped his early values and perspectives on the importance of inclusion. These values have galvanized his efforts to drive change at BMO, as well as in the larger Canadian legal community, where he has worked tirelessly to help advance talented, diverse lawyers across all sectors. In this session, Simon will share his personal journey to drive inclusion beyond his own workplace.

3:00 PM
–
3:45 PM

Keynote Speaker: Equity on the Courts

Stacey Allaster, Chief Executive, Professional Tennis, United States Tennis Association

Equal pay for equal work, regardless of gender, is a principle that many sectors have yet to sort out. The sports industry is no exception. While evidence shows that pay equity is not only the right thing to do but the smart thing to do, women continue to be overlooked and underappreciated as both corporate employees and athletes.

Stacey Allaster, Chief Executive, Professional Tennis, USTA, will share how she propelled the wage gap conversation onto the global stage by addressing the gender pay gap in tennis and partnering with trailblazers who paved the way for women in sport.

See page 22 for topic resources.

3:45 PM
–
4:00 PM

Champion Spotlight

BILL MCFARLAND, FORMER CEO, SENIOR PARTNER, AND CHIEF INCLUSION OFFICER, PWC CANADA

2018 Catalyst Canada Honours Company/Firm Leader Champion

Workplaces That Work When Leaders Are Accountable

Bill McFarland is a passionate leader and dynamic change-maker. As CEO of PwC Canada, he recognized the lack of diversity on the formerly all-white male leadership team and set about influencing change across the organization. He leveraged his position to accelerate and champion women, holding his leadership team accountable for active sponsorship of key female talent thereby advancing toward the goal of gender parity in leadership. Today, PwC is on track to achieving this goal among partner admits by 2020. In this session, Bill will share his views on the importance of inclusion and how to hold leaders accountable.

4:00 PM

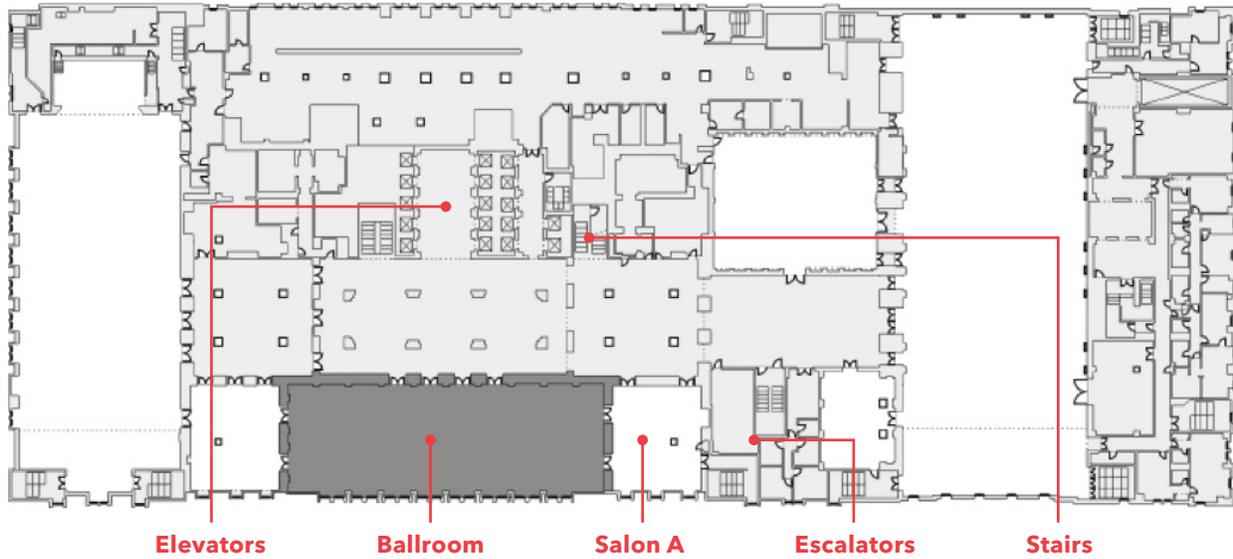
Closing Remarks

INSPIRE

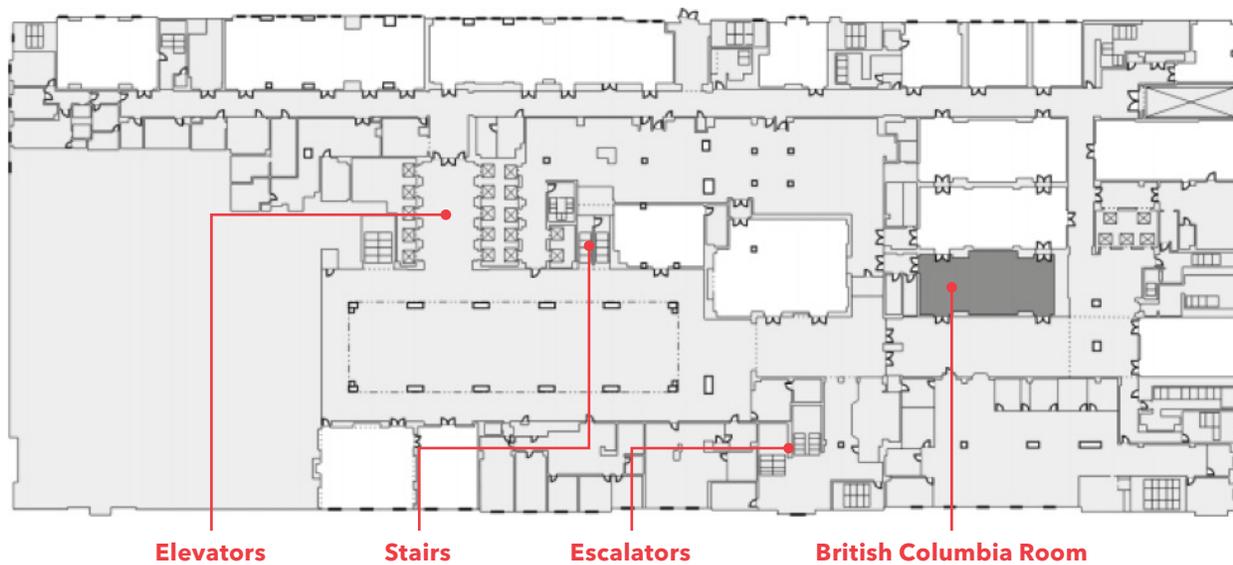
Share a story about how you have made a workplace work for others.

VENUE MAP

Convention Floor (3rd Level)



Mezzanine Level (2nd Level)





meet the
2018 catalyst
canada honours
champions

COMPANY/FIRM LEADER CHAMPIONS



Bill McFarland

**Former CEO, Senior Partner, and Chief Inclusion Officer,
PwC Canada**

Bill McFarland is a passionate and committed leader who aspires to be the change he wants to see at PwC Canada. A true change-maker, he has leveraged his position as CEO to accelerate inclusion and champion women, including holding his leadership team accountable for advancing more women into the firm's management, making each senior leader responsible for sponsoring at least two female partners and helping to achieve the firm's target of gender parity among new partner admits by 2020. Since he began his tenure, there have been significant increases in women partner admissions in the two largest business units: from 33% to 42% in Assurance, and from 22% to 55% in Tax. Bill also sponsored the first woman to chair the firm's Partnership Board, and influenced the Board to change its bylaws to require at least 30% female representation.



Aneela Zaib

Founder & CEO, emergiTEL

Aneela Zaib is a seasoned electrical and computer science engineer whose transformational leadership is laser-focused on advancing qualified, diverse talent and putting inclusion first. Her immigrant's resilience and ability to overcome adversity and achieve success—along with her experience working on cross-functional teams—allowed her to see a crack in the recruitment process. Aneela discovered that skilled immigrant workers, especially women, were simply overlooked because they hadn't had the requisite "Canadian experience" to support their key qualifications and assignments in the country. With this insight, she founded emergiTEL in 2006 as a niche staffing vendor to large corporate clients in Canada. Currently, emergiTEL has placed women in more than 40% of the technical positions it has filled, and has a leadership team comprising approximately 75% women.

BUSINESS LEADER CHAMPIONS



Simon Fish **General Counsel, BMO Financial Group**

Simon Fish is a bold, outspoken advocate for inclusion and diversity. He is an approachable and compassionate leader who takes time to get to know others and encourages them to learn from their differences. Raised in South Africa, he was the child of an active opponent of apartheid. This experience helped him become the guiding force behind BMO Financial Group's five-year enterprise strategy to increase the diversity of its workforce at all levels. Simon has shepherded significant progress in increasing the representation of visible minorities (from 20% to 30.2%), persons with disabilities (from 2.2% to 3.8%), and women in senior positions (from 35.6% to 39.9%). His influence extends beyond the bank to the larger legal community, where he founded Legal Leaders for Diversity, a group of more than 120 General Counsels from across Canada committed to creating a more inclusive legal profession and workplaces.



Claudia Thompson **Managing Director, Health & Public Service, and Managing Director, Inclusion & Diversity, Accenture**

Claudia Thompson is an action-oriented leader and passionate advocate for a workplace culture that values diversity and inclusion, because she believes it's a business imperative for growth. Claudia has introduced several initiatives to build a more diverse and inclusive workplace at Accenture. One of these was the first voluntary employee census, launched in 2016, which led to a better understanding of the composition of Accenture's Canadian workforce. The results have informed the firm's inclusion and diversity strategy, including the introduction of a new cross-cultural and interfaith Employee Resource Group and the Canadian Diversity Council. Under Claudia's leadership, the latter is now a primary driver to help move Accenture Canada towards its goal of being Canada's most diverse and inclusive employer.

EMERGING LEADER CHAMPIONS



Erin Davis

Director, Global Talent Engagement, Stantec Consulting

Erin Davis is a committed leader who has contributed to growing Women@Stantec, the first formal employee resource group at Stantec Consulting, and helping to develop an additional 35 ERGs. Erin has had a significant impact on workplace culture, by first helping the firm's women's group to create a strategic and successful business plan, and then leveraging it as blueprint for all ERGs. A connector and change agent, she is also a founding member of Works for Women, a group that is committed to making Alberta a better place for women to lead. Works for Women leverages resources, experts, and a supportive community to accelerate progress for women in the workplace. The network grows monthly through targeted challenges designed to spark dialogue, build awareness, and inspire action. Erin also reaches the larger community by writing op-eds in *The Globe and Mail* about diversity and inclusion.



Kona Goulet

Director, Inclusion, BMO Financial Group

Kona Goulet is a fearless trailblazer and a proud Indigenous woman who has dedicated much of her adult life to breaking down barriers to women's development and advancement. In partnership with the bank's Leadership Committee for Inclusion and Diversity, she played a lead role in establishing inclusion and diversity goals across all BMO Financial Group's business and corporate segments. An increased employee inclusion engagement score of 86% is just one example of the positive results Kona's leadership has yielded. She also helped develop BMO's Learn from Difference initiative, which aims to build inclusive leadership capability among 7,000 people managers. Within three months, 84% of people managers had completed the non-mandatory custom e-learning module, with 97% reporting they were confident they could apply their learnings to the workplace.

INTERNATIONAL TRAILBLAZER



Stacey Allaster

Chief Executive, Professional Tennis, United States Tennis Association

Often referred to as one of the most powerful people in professional tennis, Stacey Allaster is a tireless advocate for gender equality and inclusion. Under her leadership and tenure as former Chairman and CEO of the Women's Tennis Association, Stacey drove extensive global growth in the sport, played a pivotal role in increasing prize money for women, and achieved pay equity at major international tournaments such as Wimbledon, Roland Garros, Indian Wells, Miami, Madrid, Beijing and WTA Year End Finals. She currently serves as Chief Executive, Professional Tennis, the United States Tennis Association, where she continues to provide leadership for the sport's national governing body in the United States. Stacey is a true trailblazer and role model for women around the globe.

10 ACTIONS TO BUILD WORKPLACES THAT WORK FOR *Women*

Catalyst has solutions for each step of the way. To learn more, contact Audrey Gallien, Senior Director, Business Development at agallien@catalyst.org.

1 BUILD AN INCLUSIVE CORPORATE CULTURE

- Workshop: Fostering Innovation Through Inclusion
- Workshop: Developing Talent Through Inclusive Leadership
- Webinar Recording: Sexual Harassment in the Workplace
- Online CatalystX Course: Leading With Effective Communication

2 INCENTIVIZE INCLUSIVE LEADERSHIP

- Workshop: Becoming an Inclusive Leader
- Expert Presentation: Inclusive Leadership for Everyone
- Online CatalystX Course: Becoming a Successful Leader

3 SHINE A LIGHT ON WOMEN OF COLOR

- Workshop: Improving Inclusion on Teams—Gender, Race & Ethnicity
- Webinar Recording: Day-To-Day Experiences of Emotional Tax Among Women and Men of Color in the Workplace

4 ENGAGE MEN AS CHAMPIONS

- Workshop: MARC Leaders
- Workshop: MARC Leaders Executive Dialogue
- Workshop: Championing Change
- Expert Presentation: Engaging Men as Change Agents

5 UNLOCK “HOT JOBS” TO HELP ACCELERATE WOMEN’S CAREERS

- Workshop: Take Charge of Your Career
- Workshop: Unwritten Rules to Advancement
- Expert Presentation: Negotiate Your Role
- Expert Presentation: Sponsoring Women to Success

6 SHAKE UP YOUR BOARD

- Catalyst Corporate Board Services
- Catalyst Women On Board™

7 UNMASK UNCONSCIOUS BIAS

- Workshop: Interrupt Unconscious Bias: Become an Inclusive Leader
- Workshop: Creating Your Inclusive Communication Style
- Expert Presentation: Workplace Bias—Stopping Microaggressions
- Online CatalystX Course: Unconscious Bias: From Awareness to Action

8 GET REAL ABOUT GENDER, RACE AND ETHNICITY

- Expert Presentation: Managing Diverse Teams Through Inclusion
- Online CatalystX Course: Communication Skills for Bridging Divides

9 CLOSE THE WAGE GAP—IMMEDIATELY

- Webinar Recording: Actions to Make Every Day Equal Pay Day

10 PRIORITIZE PRODUCTIVITY OVER PHYSICAL PRESENCE

- Expert Presentation: Work-Life Effectiveness
- Online CatalystX Course: Get Beyond Work-Life Balance

SEXUAL HARASSMENT IN THE WORKPLACE

What employees need to know

Every employee is responsible for helping to create a fair, safe, and respectful workplace.

Positive cultural change can only happen when all employees recognize and interrupt harassing and bullying behaviors, support coworkers, and affirm coworker experiences. Take the following actions to help build a sexual harassment-free environment at your workplace.



Trust yourself.

Sexual misconduct is often disguised with “just kidding” or “lighten up!”¹ If you think it’s harassment—patronizing, taunting, or predatory behavior²—chances are it’s worth taking seriously.



Speak up.

Prudent employers will have common-sense and effective processes in place so you can confidentially report sexual harassment without fear of retribution.³



Know your options.

Know your company’s sexual harassment policy and, more importantly, exactly what protocols and channels exist to report misconduct.



Be thoughtful.

What you do and say matters. Your actions can help create a fair, safe, and respectful work culture free from sexual harassment.



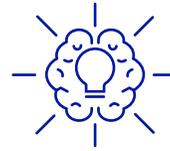
Stand up for yourself and others.

Personal boundaries should never be crossed. Call out harassing, bullying, or shaming behavior by saying it makes you, or someone else, uncomfortable.



Make no excuses.

Alcohol increases the likelihood of sexual misconduct.⁴ It should never be used as an excuse or a source of blame. Know and stick to your limits.



Be curious.

You might find it surprising what some people find okay and others find discomfiting. Ask questions. Learn to listen closely and educate yourself on the real-life consequences of sexual harassment.



Don't make assumptions.

Never force a conversation or try to badger a colleague into a different viewpoint on what is acceptable behavior—especially when it relates to their body or sex.



Embrace a deep appreciation of equality.

Treat everybody with the same level of respect, curiosity, and engagement. Aside from personal friendships, maintain a constant standard of how casual or friendly you are, applied to everyone.



Be authentic.

Maintain genuine relationships with colleagues. A hug or light physical contact can be okay as long as it stays appropriate and consensual.⁵ We can be professional **and** human.



Be inclusive.

Don't give into the notion that people will get the wrong idea if you meet with certain colleagues. Shutting people out hurts their careers and your work.



Respect everyone's story.

Work may be the only place in your life where you interact daily with people from different cultures and backgrounds. Learn from the varied experiences, perspectives, and attitudes of your colleagues.

SOURCES:

1 Stanford University, Sexual Harassment Policy Office, "Myths and Misconceptions."

2 Lindsey Joyce Chamberlain, Martha Crowley, Daniel Tope, and Randy Hodson, "Sexual Harassment in Organizational Context," *Work and Occupations*, vol. 35, no. 3 (August 2008): p. 262-295.

3 U.S. Equal Employment Opportunity Commission, "Harassment Policy Tips."

4 Antonia Abbey, Tina Zawacki, Philip O. Buck, A. Monique Clinton, and Pam McAuslan, "Alcohol and Sexual Assault," *Alcohol Research & Health*, vol. 25, no. 1 (2001): p. 43-51.

5 Jeffrey D. Polsky, "6 Things Sexual Harassment Lawyers Want You to Know About Hugging," *California Employment Law*, September 17, 2015.



Career Advancement Strategies

- Career advancement doesn't happen by chance or by personality traits, it's a strategy and skill to develop.
- Men and women are rewarded differently by certain career advancement strategies. Invest in the ones that count!
- Expanding your professional network and practicing self-advocacy will accelerate your career—and making a plan and building accountability starts today!

Actions You Can Take

- Know and grow your strategic network. Turn your mentors into sponsors!
- Make yourself and your work visible every day—make your accomplishments known!
- Reflect and ask for the opportunities that make your role more challenging and fulfilling by regularly asking yourself, “When am I at my best?” and “Where do I want to go?”

Actively seek the opportunity to lift others. Look broadly, deeply, and often for opportunities to pay it forward through coaching, mentoring, and sponsoring other talent in your organization.

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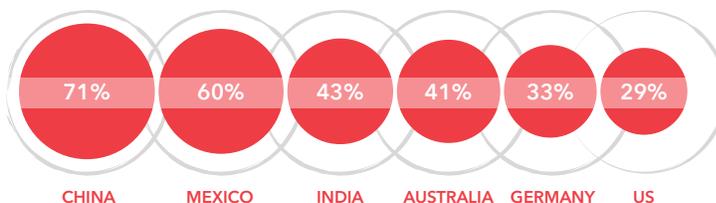
Want to build high-performing teams?
Make employees feel more included at work.

INCLUSION IS CONNECTED TO INNOVATION AND HELPFULNESS

How Much Does Feeling Included Contribute to Self-Reported Team Citizenship and Innovation?

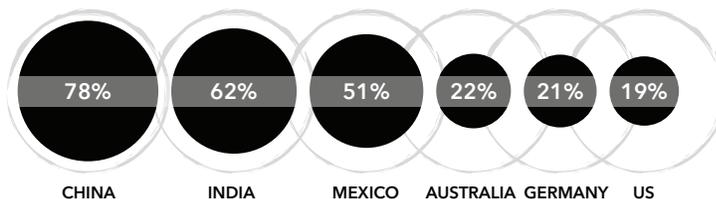
TEAM CITIZENSHIP

Going beyond the call of duty to help co-workers.

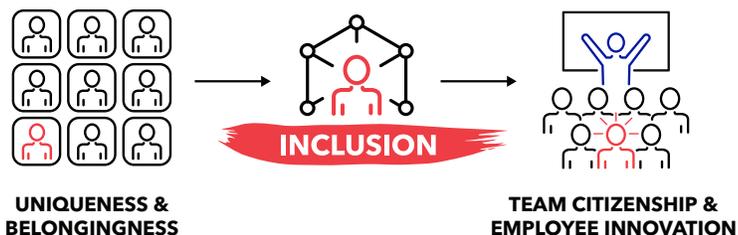


INNOVATION

Introducing new and fresh ideas, concepts, processes, or products.



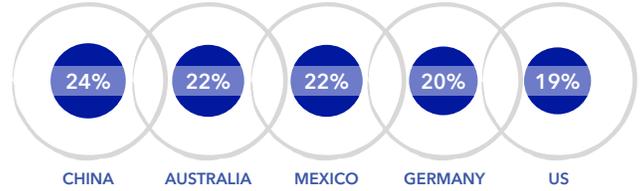
BELONGINGNESS + UNIQUENESS = INCLUSION IN MOST COUNTRIES



How Much Does Perceived Uniqueness and Belongingness Contribute to Inclusion?

UNIQUENESS

The perception that you are distinct from others and that your distinctiveness is valued by others in the group.



BELONGINGNESS

The perception that you are part of a group, such as a work team, and that you are an essential part of the group.



INDIA

We found no evidence that uniqueness and belongingness were distinct factors for Indian employees' perception of inclusion. Perhaps they saw them as two sides of same coin—both indicators of inclusion.

KEY LEADERSHIP BEHAVIORS

Four Leadership Attributes That Link to Inclusion



EMPOWERMENT

You enable direct reports to develop and excel.



ACCOUNTABILITY

You demonstrate confidence in direct reports by holding them responsible for performance they can control.



COURAGE

You put personal interests aside to achieve what needs to be done; you act on convictions and principles even when it requires personal risk-taking.



HUMILITY

You admit mistakes; you accept and learn from criticism and different points of view; you seek contributions of others to overcome limitations.

Inclusive leaders create innovative, dynamic workplaces where employees feel connected to and supportive of one another, and where everyone can advance and thrive.

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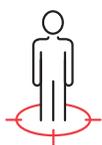


ACTIONS ORGANIZATIONS CAN TAKE TO SUPPORT MEN'S ENGAGEMENT

Men have a pivotal role to play in creating workplaces where both women and men can thrive, but too often they are missing from or on the periphery of workplace diversity and inclusion efforts.

Catalyst research indicates that senior leaders, D&I and HR teams, and talent management professionals can support men's increasing engagement on these issues.

For more tips and tools, visit onthemarc.org/resources.



1. **IMPLEMENT A DIVERSITY AND INCLUSION CAMPAIGN** that specifically targets men as part of the solution.

2. **ENSURE THE BUSINESS CASE FOR CHANGE** includes mutual wins and benefits for all employees. Explore and communicate what everyone—men included—gains in environments that are inclusive.

3. **INVITE MEN TO EDUCATIONAL OPPORTUNITIES** that increase their awareness of gender bias.



4. **RECOGNIZE** that men have aspects of their identity beyond "maleness" and are able to relate to diversity and inclusion work through their own experiences with gender, race, sexuality, etc.

5. **ENSURE THAT MEN ARE VISIBLY RECOGNIZED** for solution-building in your organization—so other men have role models to follow.



6. **HOLD MALE LEADERS ACCOUNTABLE** for progress on diversity and inclusion by linking inclusive behaviors and D&I progress to outcomes such as performance reviews and annual bonuses or merit increases.

7. **ESTABLISH MENTORSHIP PROGRAMS.** Catalyst research shows that men who have been mentored by women are more aware of gender bias than men who have not had this experience.

8. **INVITE MEN TO JOIN AN ERG** or develop an internal **MARC** community dedicated to exploring inclusive leadership and mutual benefit through gender partnership.



9. **CREATE SYSTEMS** to ensure administrative tasks such as scheduling meetings or taking minutes are rotated among men and women rather than allowing them to be routinely delegated to women.

10. **PROVIDE PATERNITY LEAVE** and encourage men to use it. Make sure your male senior leaders take it, so that both men and women will be encouraged to follow suit.

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5 WAYS TO CLOSE

THE GENDER GAP



1. ALWAYS MAKE SURE YOUR OWN HOUSE IS IN ORDER. CHECK YOUR NUMBERS.

Conduct an internal pay-equity audit and analysis to ensure your organization does not have a gender pay gap. Once you've studied the pay of all employees and/or positions, bring in an external organization or consultant to verify your findings. If you do uncover a gap in pay, set funds aside to correct it, and put processes in place to prevent it from recurring. Check out what Catalyst Award winners Gap Inc. and Telstra Corporation Limited did to bring about wage equity.



2. PUT A "NO NEGOTIATIONS" POLICY IN PLACE FOR SALARIES.

Studies show that when women negotiate for higher salaries, people may react more negatively than they would to a man who asks for more money. This may contribute to the wage differences between men and women. Women should continue to negotiate for the more challenging and satisfying roles to boost their chances of success.



3. BUILD IN SYSTEMS TO COUNTER GENDER BIAS.

Evaluate recruitment, promotion, and talent-development systems to guarantee that women with skills, experiences, and qualifications comparable to those of their male colleagues earn dollar-for-dollar pay for doing the same jobs. Be clear and honest—leveraging all lines of communications—when sharing information about internal systems.



4. BE TRANSPARENT ABOUT YOUR NUMBERS.

Transparency and data are key to closing the gender pay gap that exists in many organizations. When employers are made aware of their data, they are equipped with the knowledge required to actually change what's happening in their workplaces. And knowing salary ranges for particular jobs and what colleagues are making gives women—and all employees—the information they need to be paid fairly and equally to men.



5. TAKE A PUBLIC STAND FOR FAIRNESS AND PLEDGE TO TAKE ACTION!

Who wants to be paid less for doing the same job? Yet, women continue to do this day after day. The pay gap is linked to barriers and biases—with some sources indicating about 40% is due to "unexplained factors" like discrimination and 60% is due to other social factors such as career choices, lack of access to paid leave, leaning out, childcare, etc.—not because of skills and qualifications. Monitoring and tracking are critical to closing gaps in pay.

*Excerpted from blog post originally published on Catalyzing on April 4, 2017.
[Catalyst.org/blog/catalyzing/5-ways-close-gender-pay-gap](https://catalyst.org/blog/catalyzing/5-ways-close-gender-pay-gap)*

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Simon Fish

General Counsel,
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Managing Director, Health & Public Service, and Managing Director, Inclusion & Diversity, Accenture

Erin Davis

Director, Global Talent Engagement, Stantec Consulting

Kona Goulet

Director, Inclusion,
BMO Financial Group

Stacey Allaster

Chief Executive, Professional Tennis, United States Tennis Association

2017

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Chris Huskison

President and Chief Executive Officer, Emera Inc.

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2015

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Sodexo Canada Ltd.

Ellen Moore

President & CEO, Chubb Insurance
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Sharon MacLeod

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Kate Broer

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Counsel, Osler, Hoskin & Harcourt LLP

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2011

Monique F. Leroux

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Jennifer Tory

Regional President,
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Michael Bach

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