

**CODE**

**COMMITMENT TO OPPORTUNITY,  
DIVERSITY & EQUITY**

# Annual Report

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 **The Chamber**  
The Winnipeg Chamber of Commerce

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# Commitment to Opportunity, Diversity and Equity (CODE)

While there has been a significant push toward equity, systemic barriers exist that limit full economic, social and political participation for women, Black people, Indigenous persons, people of colour, the 2SLGBTQ+ community, and persons living with disabilities.

***There is a moral imperative to remove these systemic barriers and a strong economic case to do so.***

While the moral imperative to do this work is tremendous, we lead with the business case as a business association. The business case for diversity, equity and inclusion (DEI) is well researched. Organizations that embed DEI into workplace policies, practices and procedures perform much better than their peers who uphold the status quo.

Embracing diversity and inclusion in the workplace requires an organizational and systemic review of barriers equity-seeking groups face in securing and sustaining meaningful employment. Barriers can include but are not limited to, bias in hiring practices, lack of workplace accommodations, sexism, racism, ableism, homophobia, lack of equitable policies, lack of equal opportunity for career advancements, and lack of cultural competence.

The research underlines that diverse teams, supported in inclusive workplaces, bring a diversity of thought that allows businesses to be more innovative, resilient, and anticipate risks. A diverse team may gain access to new markets (not accessible to a homogenous team),

enabling the company to expand and improve customer relationships. Overall, businesses that embrace diversity and inclusion and are committed to equity are more likely to experience higher financial outcomes than businesses that do not. ([Deloitte](#))

The pandemic posed an opportunity for businesses to reengage with the workforce and reinvent their workplaces. However, small companies may lack resources to fully embrace this new way of doing things. They may require assistance in envisioning and creating a diverse and inclusive workplace. Changes in employment policies, procedures, and practices will create vital channels to economic security for people most impacted by COVID-19. These efforts will move us closer to economic recovery and equity for all Winnipeggers. How a business handles the recovery might define its company for years to come.

Commitment to Opportunity, Diversity and Equity (CODE) represents a movement of business leaders, diversity and inclusion practitioners, community advocates and those with lived experience, coming together to achieve three critical goals:

- Expand awareness of the opportunities for and benefits of greater diversity and inclusion in the workplace
- Increase the number of organizations in Winnipeg committing to enhance inclusion and equity in their workplace
- Increase measurable actions taken by workplaces to further these goals

# Leading the Way: The Why

The Winnipeg Chamber of Commerce launched CODE in October 2021, but the team had been laying the groundwork over the past few years. The Chamber signed on to the Winnipeg Indigenous Accord and the federal 50 - 30 Challenge and identified and has actively worked towards internal organizational DEI goals and priorities.

However, the global pandemic caused a monumental shift in our efforts and our members' priorities. The pandemic brought to light the social inequities and injustices many face and the intersecting ways that people are pushed to the margins and given less access to power and privilege. We witnessed an unprecedented social awakening following the murder of George Floyd, the discovery of the unmarked graves containing the remains of unaccounted children at Indian residential schools, and the many instances of missing and murdered Indigenous women and girls, like 16-year-old Winnipegger Eishia Hudson.

The business community was impacted in many ways; for example, women were most impacted by layoffs in the early months of the pandemic, and this might have been due to the sectors they often work in that were most susceptible to shutdowns or because they took on the caregiving responsibilities at home. ([Statistics Canada](#)) Some businesses were forced to shut down or scale back due to the public health restrictions, resulting in decreased revenue and skyrocketing unemployment rates. Frontline layoffs disproportionately impacted communities of colour. Today, businesses are still struggling to rehire to increase their staffing capacity.

***As Manitoba's leading business association - both in size and thought leadership - we, The Winnipeg Chamber, needed to do something - for our community today and for generations to come.***

We hosted a series of focus groups to listen to the experiences of women, Indigenous peoples, racialized communities, the 2SLGBTQ+ community, and people living with disabilities as they search for and secure meaningful employment. These perspectives will help

businesses incorporate the values of diversity and inclusion with a person-centred approach that is directly responsive to the community's needs.

We talked to our members and the business community at large. According to our 2021 Membership Survey, conducted by Probe Research, 7 in 10 members considered advancing diversity, equity and inclusion in their organization a priority. The biggest challenge they faced was talent attraction and retention.

We created three advisory groups to help guide the creation and implementation of CODE in a responsive and impactful way. The Truth and Reconciliation Advisory Council provides The Chamber with strategic insight into its work to advance reconciliation. The Newcomer Employment Hub Advisory Council supports the efforts of the Newcomer Employment Hub to improve economic outcomes for newcomers and businesses. The CODE Collaborative Advisory Council oversees all CODE programming and supports our collective efforts.

Following focus groups, stakeholder consultations, and the creation of three advisory groups, CODE was launched to support our business community and members in adopting impactful diversity, equity, and inclusion strategies. CODE enables workplaces to reap the business benefits of implementing strategies and to be recognized as leaders in advancing equity and reconciliation.



# Leading the Way: The How

CODE provides organizations with tools, resources and pathways to build capacity within their organizations. CODE seeks to increase people's knowledge of and access to tangible strategies and connects organizations with diverse talent pools to improve their DEI efforts and reap the business benefits of doing so.

A survey found that organizations that actively engage and listen to their employees were 3.6 times more likely to innovate effectively, 6.6 times more likely to adapt to change, 8.5 times more likely to satisfy and retain customers, and 12 times more likely to engage and retain employees.

[\(DiversityQ\)](#)

CODE aims to support businesses to grow by implementing DEI strategies. To increase employer knowledge of how to get started and effectively facilitate organizational change, CODE offers events, training opportunities, and facilitates connections to recent resources.

CODE has four primary programs: Resource Hub, learning events, a CODE Coalition, and a Newcomer Employment Hub.

## CODE RESOURCE HUB

The **CODE Resource Hub**, launched in October 2021, continues to expand and be dynamic, hosting valuable resources online. The Resource Hub hosts valuable resources online. In addition, if Chamber members have a commonly identified need related to DEI, we

partner with relevant experts to create a resource that responds to the market. The most recent example is our partnership with Rainbow Resource Centre to create a resource on how an organization can support an employee should they come out as trans.

In partnership with Laurelle Harris, a DEI practitioner, the Winnipeg Chamber created a guide that provides tips and suggestions for developing and implementing a DEI action plan. The plan can be adapted to the size and needs of your organization.

*"Working collaboratively with fellow professionals from the Winnipeg business community on the CODE Advisory Group has enabled the development of world-class resources and best practices that businesses of all sizes can leverage. Customers expect businesses to reflect society's broader expectations that diversity, inclusion and equity are part of their company's value proposition."*

*Neil Sabourin, Director – Customer Service & Supply Chain Procurement, G3 Canada Limited*

## CODE EVENTS

Our lineup of **CODE Events** provides organizations with a great way to promote continuous learning on DEI topics. Attendees leave with tangible tips and solutions they can implement. Annually, we host five free, virtual CODE Workshops, introductory CODE 101s, Newcomer Employment Hub 101s, and a full-day CODE Conference.

Our half-day CODE Coalition Forum addresses how organizations can build or refine their DEI strategies, continuously review and assess their impact, and collect and analyze DEI-relevant data. In addition, these events provide companies and employees with a platform to upskill workers through high-impact and high-quality applied learning opportunities.

The first annual CODE Conference is a full-day journey of learning through engaging presentations from top voices in the DEI community, hands-on facilitated workshops and the opportunities to learn, connect and grow with like-minded individuals.

*"The CODE Conference was a wonderful event to hear from leaders, learn, and have respectful and meaningful conversations regarding Diversity, Equity, and Inclusion. We also had the opportunity to network and build amazing connections! Let's continue to build a better and stronger Community together! A Community that removes barriers, accepts everyone and ensures equal opportunities for all!"*

*Nicole Fontaine, Community Partnership Coordinator, Herzing College*

*"The CODE Conference was an excellent opportunity to connect with other organizations walking down the equity and inclusion path in the business community. The speakers and workshop facilitators were fantastic and came with a deep knowledge of increasing inclusion and equity within businesses. In addition, learning about best practices that have worked well for others is a great way to facilitate the CODE movement between members."*

*Anonymous*

## CODE COALITION

The **CODE Coalition** is a group of organizations committed to advancing DEI within their workplaces. These organizations commit to three actions, then implement programming within their workplaces and report on their progress annually. These reports will be collected and aggregated by Dr. Aynslie Hinds, our CODE Evaluator, who evaluates CODE's impact on workplaces and the community.



*"CODE helps me stay current and effectively promote equity, diversity and inclusion at the City of Winnipeg. I've attended valuable CODE events that have initiated crucial conversations about EDI, anti-racism and anti-oppression. CODE is building a community movement, effectively equipping organizations with key knowledge and a network of support to make meaningful and sustained EDI progress."*

*Diane Burelle, Equity, Diversity and Inclusion Coordinator, City of Winnipeg*

*"We have started our commitment to continuous learning. For 2022 we are supporting all employees to complete a three-level indigenous cultural awareness training program through Indigenous Awareness Canada."*

*Ron Janzen, President & CEO, Safety Services Manitoba*

## **NEWCOMER EMPLOYMENT HUB**

The **Newcomer Employment Hub (the Hub)** directly responds to the most significant challenge that organizations currently face with talent attraction, recruitment and retention. The Hub provides streamlined access to newcomer job seekers who have completed pre-employment training with service agencies and are job ready. The unique feature of the Hub is AI technology that sends invitations to job seekers on the portal who meet the mandatory requirements for a posted job, thereby directly reaching qualified candidates. Employers can see the list of applicants with an indicator that they meet all their requirements. AI technology simplifies HR and supports

organizations in finding top talent more effectively. In addition, after hiring an applicant, organizations are provided with wrap-around support in creating welcoming and inclusive workplaces to ensure retention of newcomer talent.



*"Newcomers bring extensive skills, knowledge, training and workplace experiences. However, they can commonly face barriers to entering the workforce, such as connecting to employers and job opportunities. So we are thrilled to have partnered with The Winnipeg Chamber of Commerce to launch the Newcomer Employment Hub. Not only has it begun to provide newcomer job seekers with more options for finding employment, but it has also brought together employers and newcomer-serving agencies and built up the capacity of the community!"*

*We are excited for the potential of the Hub in reducing barriers to employment for newcomers."*

*Jessica Praznik, formerly IPW*

# CODE and its Impacts

**We are thrilled to offer the first-of-its-kind report that studies organizational progress towards DEI in the workplace, its impacts on its employees, and eventually, using it as a tool to explore its implications on society.**

The Chamber, in partnership with our CODE Project Evaluator, Dr. Aynsle Hinds, is leading the way in mapping out the reality of DEI work happening within Winnipeg workplaces and charting a course that moves the needle on equity and reconciliation.

Within the first year of CODE, it is evident that awareness of the benefits of DEI has increased, and organizations are making visible commitments to take action to enhance inclusion and equity in their workplace. Since the launch of CODE, we have seen enthusiastic interest in its programs and resources.

The data showcases the progress CODE has made on its goals:

1. Expand awareness of the opportunities for and benefits of greater diversity and inclusion in the workplace
2. Increase the number of organizations in Winnipeg making a commitment to enhance inclusion and equity in their workplace
3. Increase measurable actions taken by workplaces to further these goals

## DATA - EVENTS

**Methodology:** Following every CODE event, attendees are sent a survey to share their feedback. This provided an opportunity to ask attendees about their organization's DEI progress and invite ideas for future CODE events. The same or similar questions were asked on all the event surveys, enabling us to combine responses.<sup>1</sup>

<sup>1</sup> In total, there are 73 respondents to the CODE post-event surveys; however, only 46 respondents are included in the questions where multiple responses were possible. On the CODE Conference survey, respondents were only able to select one response.

Based on the open-ended question that asked, "What did you learn that resonated with you?", the responses suggest the attendees at CODE events:

- gained new knowledge
- learned practical skills, tips, tools, and resources;
- gained a greater understanding and new perspectives

**92%**

Percent of all respondents indicated they are likely to apply something they learned from the CODE event they attended.

**91%**

Percent of respondents who planned to share their learnings with a colleague. Many also indicated they were going to implement their learnings at their workplace (82%).

**74%**

Percent of people said they attended CODE events because they were interested and wanted to learn about DEI.





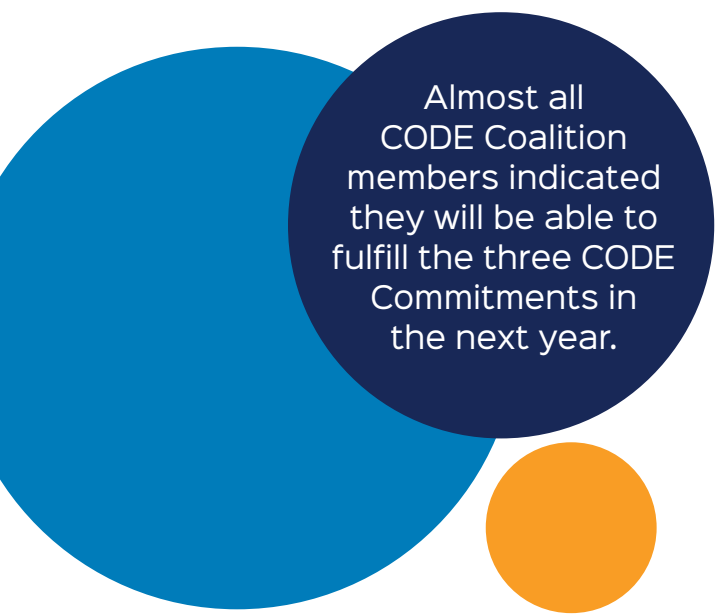
## DATA - CODE COALITION

**Methodology:** When organizations signed on to the CODE Coalition, signatories provided information on their organizations' DEI efforts and plans for the future.

This data summarizes 80 organizations' data.

Eighty (80) organizations joined the CODE Coalition in 2022.

- A wide range of sectors are represented among the Coalition members (eg. community organizations and charities to finance and insurance to hospitality).
- Most Coalition members have adopted one or more DEI initiatives; only two organizations have not adopted any.
  - Recruitment & Hiring a Diverse Workforce 76%
  - Training & Development of Staff 70%
  - Social Responsibility 70%
  - Policy Development 62%
  - Strategic Planning 57%
  - Planning: Services, Projects/Programs, Events 56%
  - Inclusive Communications & Marketing 56%
  - Inclusive Talent Management 49%
  - Supplier Diversity 38%
  - Advocacy Priorities 38%
  - Fundraising 15%
  - Haven't implemented DEI strategies yet 3%




Almost all CODE Coalition members indicated they will be able to fulfill the three CODE Commitments in the next year.

## The Newcomer Employment Hub

### DATA - THE HUB: EMPLOYERS

**Methodology:** Four large organizations (500+ employees) participated in a baseline interview. We will invite these organizations to participate in a follow-up interview in a year to assess the extent to which the objectives of the Newcomer Employment Hub are being met.



"It's another place to find candidates that we haven't reached yet. It saves us time because business is super crazy right now."

- They anticipate the Hub will enable them to **connect with diverse talent** (more efficiently). They are grateful to the newcomer-serving agencies and The Winnipeg **Chamber staff who will be providing support**. This support could take the **form of resources, assistance with job postings and job descriptions, and an applicant tracking system**.
- They identified benefits to connecting with newcomer-serving agencies, including increased access to newcomer job seekers who are "job ready" and well-matched.
- We asked them about the barriers they experience to hire and retain newcomers; they identified the following: applicants not having Permanent Resident (PR) status, education credentials are not recognized (e.g., may employ overqualified people in entry-level jobs), low levels of English language proficiency, lack of access to transportation, and client/customer objections.
- However, they remarked that often newcomers perform as well or better on the job than Canadian-born employees and they tend to have higher retention and attendance rates. These employers welcome and appreciate the new ideas, perspectives, knowledge, and skills that newcomer employees have.

- Here are some of the activities they have taken to create a more diverse, equitable, inclusive, and safe workplace:
  - DEI calendar to recognize and celebrate dates of importance to different cultures and religions
  - paid days off for religious holidays and days of significance (e.g., National Day for Truth & Reconciliation)
  - educating and training employees on Truth & Reconciliation, Indigenous issues, DEI, unconscious bias, etc.
  - review jobs postings and job descriptions with a DEI lens
  - review policies with a DEI lens
  - private prayer space
  - translation services, including ASL
  - challenging managers on their biases
  - having a DEI program manager and/or D&I committee
  - webpage dedicated to DEI
  - extensive onboarding processes and training for new employees.

## DATA - THE HUB: SERVICE AGENCIES

**Methodology:** Five newcomer-serving agencies participating in the Newcomer Employment Hub agreed to be interviewed. We asked them about who they serve, the employment supports they provide, and their hopes for the Hub. We plan to interview these organizations annually to assess the extent to which the objectives of the Hub are being met and determine how to enhance the Hub and the complementary supports.

- These organizations serve thousands of newcomers (youth to older adults) annually. A substantial proportion of the newcomers receive employment supports at these organizations (300 to 2000+ people).
- Most of their newcomer clients have graduated from high school. In fact, a substantial proportion have earned a Bachelor's degree or higher.
- One organization estimated that some of their clients apply for up to 75 jobs before they are invited for an interview.
- Newcomers who participate in workshops/programs that have an employment component are hired more quickly than newcomer clients who do not participate in these programs.

## What Type of Jobs Newcomers are Being Hired For

Newcomer clients are being hired for: management jobs, professional jobs, technical jobs and skilled trades, labour jobs, and intermediate jobs (require high school or on-the-job training).

In many sectors and industries: administration, healthcare, manufacturing, hospitality, scientific and technical services, arts and recreation, construction, childcare, customer service (e.g., retail), warehousing, finance and insurance, educational services.

## QUOTES

- One organization described the Hub as “a platform where they can stand out to employers and showcase their skills. [It will] reduce barriers due to their name, international education, etc.”
- “Employers now will get an opportunity to have that HR capacity to hire more youth more effectively that match their requirements ... [it will be] a safe space for newcomers who know they're wanted.”
- The Hub will facilitate their work by “linking folks to training sessions, linking newcomers to employment opportunities, and connections to employers. Get[ting] newcomers to meet and talk to other people.”

On a scale from 1 to 10, all five organizations rated their relationships with the business community as 7 or higher and all of them wish to build new relationships with potential employers and foster existing ones.

## DATA CODE COMMUNICATIONS

### CODE Newsletter:

108 Subscribers to the CODE newsletter

### Webpage Views:

- CODE main page: 3,059
- CODE Resource Hub: 1,241
- The Hub: 1,903
- Truth and Reconciliation Roadmap: 484

# Our Actions Towards Diversity, Equity and Inclusion

At The Chamber we are committed to reflecting the community we serve through diverse and dynamic leadership teams, staff, board members, volunteers, members, and program speakers. Our efforts so far have included creating policies, procedures and a culture that embraces differences and encourages inclusion, belonging and cohesion. Read our Annual Report for a detailed overview of our actions towards diversity, equity and inclusion.

## STAFF AND BOARD

**Methodology:** One of The Chamber's actions towards diversity, equity and inclusion is to collect self-identification data from staff, the Board of Directors, speakers, and members. This enables The Chamber to work towards having a representative workforce, reflecting the diverse community they serve, and to create welcoming, inclusive, and barrier-free spaces for members of equity-deserving groups.

Annually, The Chamber staff and board of directors complete a voluntary self-disclosure questionnaire, asking them to share their identity characteristics.

- As of August 2022, 22 staff completed the self-disclosure questionnaire. More than two-third are women (68%), and one-half are either racialized (45%) or Indigenous (4%). A few staff live with a disability (9%). More than one-third are immigrants (40.9%), and almost one-third are under 30 years old (31.8%). More than one-half have been working at The Chamber for less than 2 years (62%).
- Seventeen Board members completed the self-disclosure form. There is almost gender parity (men, 53% and women, 47%). More than one-half are White (59%). No one is living with a disability. A few Board members are part of the 2SLGBTQ+ community (18%). More than three-quarters are between the ages of 31 and 50 years old (76%).

## • Intersectionality

We examined the intersection of the identity characteristics by crossing them. Because too few individuals had certain identities, it is not possible to report the percentages to ensure anonymity and protect confidentiality; however, patterns are reported.

- ▶ Among the staff, approximately, half the men and half the women are either racialized or Indigenous. A higher percentage of the men are newcomers than the women. The majority of the newcomers are racialized and most of the racialized folks are newcomers. Most of the racialized and Indigenous employees have worked at The Chamber for less than 2 years.
- ▶ Among the Board of Directors, a high percentage of the men are White, while among the women, a higher percentage are either racialized or Indigenous (than White). All newcomers are racialized women. Most of the individuals in the oldest age category are White men.

## CALL FOR SPEAKERS

**Methodology:** In 2021-22, there were two calls for speakers – one for all events and one for CODE events. Individuals responded to the calls by completing an online form, which asked for identity information in addition to details of their proposed talks. There were 80 unique individuals who applied to speak (several people applied multiple times with different topics).

- Slightly more than half of the individuals are women (52.5%) and use the pronouns “she/her” (57%). Few individuals are part of the 2SLGBTQ+ community (9%), almost half (47%) are White, and 17% disclosed they are living with a disability.

- **Intersectionality**

- ▶ A higher percentage of the women are either Indigenous or racialized; however, a higher percentage of the women did not disclose their race than the men. A higher percentage of the women disclosed they are living with a disability than the men. A higher percentage of the individuals who are a member of the 2SLGBTQ+ community are either Indigenous or racialized than White.

### **SPEAKERS AT THE WINNIPEG OF CHAMBER OF COMMERCE EVENTS**

**Methodology:** There were 75 individuals (not including Chamber staff) who spoke at Chamber events in 2021-22 (September to August). More than half (N = 40; 53%) of these individuals completed a form sharing their identity information. It is not known how representative this sample is of the entire group who spoke at Chamber events this past year. However, collecting and reporting this information is a positive step, providing baseline statistics to compare future years to.

- Two-thirds of the speakers indicated their gender identity is “woman” (67%) and more than two-thirds (72%) use the pronouns “she/her.” Less than one-quarter (18%) are part of the 2SLGBTQ+ community. More than half are either Indigenous (16%) or racialized (38%). Few individuals (10%) shared they are living with a disability.

- **Intersectionality**

- ▶ Among the speakers, half of the men are racialized, and more than half of the women are either Indigenous or racialized. A higher percentage of the women are part of the 2SLGBTQ+ community than the men. A higher percentage of the individuals who are part of the 2SLGBTQ+ community are either Indigenous or racialized than White.

### **OUR DIVERSITY, INCLUSION AND EQUITY PLEDGES:**

#### **The 50 – 30 Challenge: Your Diversity Advantage**

The 50 – 30 Challenge asks that organizations aspire to two goals:

1. Gender parity (“50%”) on Canadian board(s) and senior management; and
2. Significant representation (“30%”) on Canadian board(s) and senior management of other under-represented groups: racialized persons including Black Canadians, persons living with disabilities (including invisible and episodic disabilities), Canadians who identify as 2SLGBTQ+, and First Nations, Inuit and Métis peoples as founding peoples of Canada are under-represented in positions of economic influence and leadership.



The identity characteristics of the four individuals who are senior management were combined with the Board members dataset to determine if The Chamber achieved the 50-30 Challenge (as of August 2022). In total, the combined group consists of 21 individuals.

Gender parity was almost achieved, as 52% are men and 48% are women. The 30% benchmark was not achieved for Indigenous peoples (9%), racialized folks (29%), people living with a disability (5%), or individuals from the 2SLGBTQ+ community (14%).

### WINNIPEG INDIGENOUS ACCORD

The Truth & Reconciliation Commission (TRC) released 94 Calls to Action (CTA) in 2015. The CTA's is an invitation for all Canadians to take action to redress the legacy of residential schools and advance the process of Canadian reconciliation. The Winnipeg Chamber has responded by becoming a signatory to the inaugural 2016 Winnipeg Indigenous Accord and continues to do so each year. [Read our most recent report.](#)

### CANADIAN CENTRE OF DIVERSITY AND INCLUSION (CCDI) EMPLOYER PARTNER

The Canadian Centre for Diversity and Inclusion (CCDI) is a made-in-Canada solution designed to help employers, diversity and inclusion/human rights/equity, and human resources practitioners effectively address the full picture of diversity, equity and inclusion within the workplace. As an Employer Partner, The Chamber uses its programs and services to provide staff with learning opportunities and resources to further their DEI knowledge and actions.



# CODE and the Future of Work

With an aging population and the impacts of the global pandemic on the labour force, new realities are quickly arising. The conversation about the future of work largely centers around upskilling workers, adapting to new technologies, and watching specific industries grow. However, it is essential to pay equal attention to how to transform work environments to be inclusive so businesses can recruit and retain diverse talent where all workers succeed.

As younger workers and new Canadians enter the talent base at high rates (20% of the current labour market will retire from the workforce in the next decade), businesses that prioritize socially responsible initiatives are more likely to attract talented workers. For example, millennials (people aged 25 to 40) and Gen Zers (people aged 18 to 24) comprise a significant part of the labour pool. According to a survey by Glassdoor, 3 out of 4 or 76% of job seekers will evaluate accepting a job offer based on an organization's actions in DEI. A survey by ADP Canada found that women and minority groups experience hostile environments with judgment, misconduct, and inequality in the workplace (ADP, 2020). Noteworthy, 47% of employed Canadians between the ages of 18 – 34 said they would be more loyal employees if their organization demonstrated a commitment to diversity and inclusion. The federal government also renewed its commitment to encouraging immigration by announcing a new target of new permanent residents between 2021 and 2023.

Workplaces need to be barrier and bias-free to ensure they attract skilled workers and that these workers can reach their full potential, obtain career advancement, and increase their wages and overall well-being. To continue to attract and retain top talent and to recover from the effects of the pandemic, inclusion is the pathway ahead.

To achieve this, CODE will continue providing capacity-building opportunities for employers to hire and retain diverse communities from Winnipeg's labour market. Pushing for better policies to help modernize workplaces and respond to workers' diverse needs is critical to achieving more significant economic growth and responding to the workforce's changing demographic. These capacity-building initiatives are also the revitalization that the business community and society needs.

CODE also acts as a professional development resource through its Resource Hub and events offerings that provide a multitude of learning opportunities. Businesses that want to upskill their employees, and implement diversity and inclusion strategies in their workplaces will find learning opportunities to get started, no matter their level of knowledge.

These responsive actions will aid our collective pursuit of equity and reconciliation while positioning organizations to excel. The return on investment for these businesses will be increased productivity, lesser turnover, and increased innovation.

# Get Involved

Want to be a part of this collective movement towards equity and reconciliation while setting up your business to excel? Look no further.

## BECOME A CODE COALITION MEMBER

We are inviting businesses in Winnipeg to carefully consider three commitments to increasing diversity, equity, and inclusion (DEI) in your workplaces and officially sign on as a CODE Coalition Member. Learn more.



## EXPLORE AND LEARN

Spend time to explore and use our free online CODE Resource Hub.



## CHECK OUT OUR CODE EVENTS

Attend our CODE 101s, CODE workshops, CODE conference and other events. Register for our events here.



### CODE WORKSHOPS

**SEPT. 16, 2022: Religious Inclusion**  
Humaira Jaleel, Healthy Muslim Families

**NOV. 10, 2022: Data and DEI: How To Measure What's Working and What Isn't**  
Dr Aynslie Hinds & Sanjana Vijayann

**JAN. 12, 2023: How Workplaces can Respond to Social Events**  
Daniel Tisch, Argyle

**MARCH 16, 2023: Digital Accessibility**  
Lisa Snider, Access Changes Everything Inc.

**MAY 11, 2023: Taking Action on Reconciliation**  
Kahla Pretty, United Way Winnipeg

**INDIGENOUS JOB FAIR**  
JAN. 18, 2023

**CODE COALITION FORUM**  
MARCH 9, 2023  
Speaker TBD

**CODE CONFERENCE**  
MAY 3, 2023  
Keynote: Anne-Marie Pham, Canadian Center for Diversity and Inclusion.  
Over 10 different workshops and learning opportunities!

**NEH 101**  
September 6, 2022  
November 8, 2022  
January 10, 2023  
March 7, 2023  
May 2, 2023

**CODE 101**  
October 4, 2022  
December 6, 2022  
February 7, 2023  
April 4, 2023  
June 9, 2023

## SHARE ONLINE

Share CODE resources and social posts with your team and network, and use #WCCCODE

## SHARE YOUR STORY

Tell us about how CODE influenced your diversity, equity and inclusion strategy.

# About the Authors



**Aynslie Hinds**

Aynslie completed her Bachelor of Science and Bachelor of Arts Honours degrees at the University of Winnipeg, majoring in Statistics, Mathematics, and Psychology. She has a Master's of Science and PhD in Community Health Sciences from the University of Manitoba. As a student, she received numerous awards and scholarships for her high academic achievement. After completing her PhD, Aynslie held a post-doctoral research fellowship at the Institute of Urban Studies at the University of Winnipeg, where she completed a project examining educational outcomes of youth who are Métis for the Manitoba Métis Federation. Her academic research interests focus on the social determinants of health.

Aynslie has taught more than 15 courses on contract in the Mathematics and Statistics Department, Psychology Department, and the Master's in Development Practice program at the University of Winnipeg. Since 2020, she has been coordinating the Certificate in Applied Psychology (CiAP).

Aynslie has extensive research training, having worked as a research assistant for many years. She is a co-author of 19 peer-reviewed academic articles (7 as the first author), one book chapter, and 12 reports, as well as a (co-)presenter of 49 academic conference presentations. She is currently a co-investigator on several grant-funded academic research projects.

Aynslie has been supporting community organizations with their research and evaluation needs for more than 10 years. She has done this by supervising students working on projects, volunteering, and being hired on contract. She is a member of the Program and Policy Evaluation Research Group (PROPER) at the University of Manitoba and a member of the Canadian Evaluation Society.

Aynslie was a Future Leaders of Manitoba finalist in 2013 and a recipient of the Lieutenant Governor's Make a Difference Community Award in 2016 for volunteering.



**Sanjana Vijayann**

Sanjana is the Manager of Diversity and Inclusion at The Winnipeg Chamber of Commerce.

Her education is in Economics and Political studies. This, coupled with lived experience as a newcomer to Canada and years working in non-profits, she is particularly interested in understanding why inequities exist, the systemic barriers that exist, and what we can do to create a more equitable world. Through her work creating and implementing diversity, equity and inclusion strategies, she seeks to question, reimagine and redesign systems and practices around us to create a culture that welcomes everyone. Sanjana continuously embodies values of continuous learning, and impactful collaboration.

With her current role at The Chamber, Sanjana works to provide the Winnipeg business community with the resources and guidance they need to become more resilient, and 'future proof' while championing diversity, equity, and inclusion.

## Contributors



**Elizabeth Cron** is the VP of Programs and Marketing at The Chamber and is passionate about marketing, community and her home city, Winnipeg. As a Filipino-Canadian, she's dedicated to building and promoting a more inclusive business community, where all types of individuals are welcome and heard around the table. In her spare time, she enjoys a good spin class, an engaging book, her two pups and a new adventure in a new city.



**Mahrukh Ali Aziz** is the Diversity, Equity & Inclusion (DEI) Coordinator at The Chamber. She has double majored in Communications & Global Studies from Monash University. Her professional career background varies from working in Human Resources at Nestle & L'Oreal, to Customer Experience and now, gaining experience & developing skills in the field of DEI. Her drive & passion to eliminate systemic barriers in the workplace for equity-deserving groups stems from her understanding and experiences upon immigrating to Canada as a newcomer during the global pandemic.



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