



# **Making the case for diversity, equity, and inclusion**

**Toolkit for developing an imperative  
for DEI that goes beyond ROI**

**October 2022**



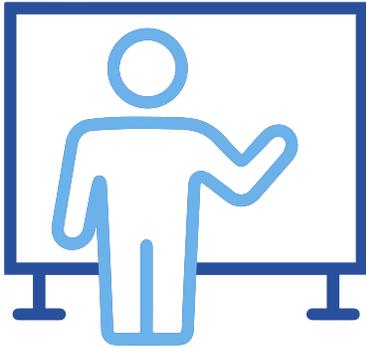
**Canadian Centre for Diversity and Inclusion  
Centre canadien pour la diversité et l'inclusion**

[www.ccdi.ca](http://www.ccdi.ca)

# Table of contents

<b>ABOUT THIS TOOLKIT</b>	<b>3</b>
<b>Purpose of the business case</b>	<b>4</b>
<b>THE BUSINESS CASE DOCUMENT</b>	<b>6</b>
<b>Context and definitions</b>	<b>6</b>
<b>Organizational impacts and business imperatives</b>	<b>7</b>
Benefits of investing in diversity, equity, and inclusion	<b>8</b>
Risks of not investing in diversity, equity, and inclusion	<b>12</b>
Legal frameworks and ramifications	<b>13</b>
Policies and leading practices	<b>13</b>
<b>Current state assessment</b>	<b>16</b>
Measures	<b>19</b>
<b>Making recommendations</b>	<b>21</b>
<b>CONCLUSION</b>	<b>22</b>
<b>REFERENCES</b>	<b>27</b>

## About this toolkit



In 2013, CCDI hosted a series of in-person Community of Practice Events, called our “Getting to Know You” events, in four cities across Canada: Vancouver, Edmonton, Calgary, and Toronto. Attendees included human resources and diversity, equity, and inclusion (DEI) professionals and people in other functions of their organizations – diversity champions – who are dedicated to improving the inclusivity of their organizations. Participants came from public sector, non-profit, and private sector organizations and represented almost every major industry in Canada.

At those events, we asked participants to identify the biggest challenges to creating inclusive organizations in Canada. An overarching theme in the discussions was that organizational leaders are not “getting” the business case for diversity, equity, and inclusion.

For our next round of Community of Practice Events, we engaged participants in developing a business case for diversity, equity, and inclusion. We asked participants to engage in a group brainstorm and work together on crafting the structure of the business case such that it would be easily customizable and applicable in all types of organizations – whether large or small; public, non-profit, or private sector.

After collecting this information from participants, we developed what we believe is a template – a guide, model, or prototype – that can be picked up by any employer and used to develop a customized business case document.

This version, developed in 2022, builds on the information gathered in the 2013 Community of Practice Events with information from recent research and resources to bring a fresh perspective to the business case for diversity, equity, and inclusion.

What has been added to this version of the toolkit:

- Additional details on assessing your organization’s current state
- Tools and guides for measuring for success
- A broad range of business case data from recent research
- Additional details on the risks of not investing in DEI
- A breakdown of relevant legislation
- An expanded perspective on making the case for DEI, building on the financial benefits of DEI to include the human, community, and societal benefits
- Reflection questions to guide your process

With these additions and a fresh perspective, we hope to make it even easier for you to build a compelling case for DEI relevant to your organization to achieve the buy-in that you need for successful implementation.

**A note on terminology:** Throughout this toolkit we use the acronym DEI (diversity, equity, and inclusion). Your organization and others may use any number of acronyms including D&I (diversity and inclusion), EDI (equity, diversity, and inclusion), IDEA (inclusion, diversity, equity, and accessibility), and others. Your choice of acronym depends on your organization's workforce demographics, geographical location, size, DEI maturity, and goals. In fact, the process of developing your business case and subsequent strategy can be helpful in determining your organization's goals and the most appropriate acronym to describe them.

## PURPOSE OF THE BUSINESS CASE

A business case document aims to briefly explain the rationale for your organization to invest resources in DEI. Traditionally, the business case focuses on the cost, resources, and return on investment (ROI) of implementing any proposed initiative. However, we suggest a reframing of the business case to one that goes beyond the traditional.

Data published over years of research has made a clear case for DEI as the "right" and "profitable" investment for organizations to make. For example, firms with ethnic diversity and gender diversity in the top quartile are 36% and 25% more likely to outperform on profitability, respectively.<sup>1</sup> Additionally, organizations with above-average diversity in their top management teams earn 19 percentage points more innovation revenue.<sup>2</sup>

The purpose of the business case has shifted from the traditional "benefits of investing in DEI" to "what can be gained from investing in and doing DEI right".

As you build your DEI business case using this toolkit, consider:

- Organizational strategy and organizational values<sup>3 4</sup>
- Current organizational culture, employee satisfaction (engagement, belonging, openness, psychological safety, etc.)
- Mapping all stakeholders
- Recruitment, selection, succession and compensation structures and policies
- Current training and development programs<sup>5</sup>
- The structure of DEI teams/taskforces/committees and who is involved
- Leadership commitment to DEI <sup>6</sup>

Your business case document should be concise but with enough compelling information that the reader – your colleagues, team and the organization’s top leadership – understands the imperative for effective and well-implemented DEI efforts. As such, the length of your organization's business case should be a maximum of two pages.

Not every section of this toolkit will be required for your DEI business case since each organization, its leaders, and its challenges are unique. Choose the aspects and format that will be the most impactful for your organization.<sup>7</sup>

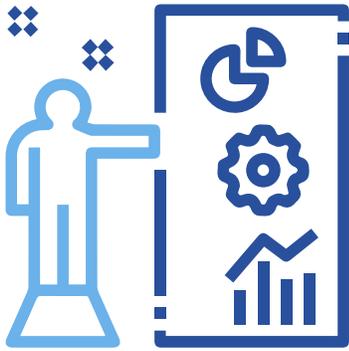
Let’s begin!



### Helpful resources

- [Viewpoint: Building a Business Case for Diversity and Inclusion, Strategic Human Resource Management](#)

## The business case document



The business case document is comprised of the following elements: context setting and definitions, organizational impacts and business imperatives, your organization's vision, mission, and strategy as it applies to diversity, equity, and inclusion (DEI), and a current state assessment. The document begins with the "why" – why DEI is essential and how it will help the organization reach its objectives. Once you have established the "why", move on to assess how the organization is currently doing with DEI. When you know the current state, you can connect it back to the "why" for a strong business case.

## CONTEXT AND DEFINITIONS

Start your business case document by providing brief context and background on the need for DEI efforts within organizations. This includes DEI benchmarking data, representation and demographic data, or information on barriers that exist for underrepresented groups. Explore why DEI is important in general before moving on to why it is important to your organization.

Next, define terminology and outline key concepts. Consider how your organization defines diversity, equity, inclusion, and accessibility. At CCDI, we define these terms as:

**Diversity** Diversity is about the individual. It is about the variety of unique dimensions, qualities, and characteristics we all possess.

**Equity** Equity is about treating individuals according to their diverse needs in a way that enables all people to participate, perform, and engage to the same extent.

**Inclusion** Inclusion is about the collective. It is about creating a culture that strives for equity and embraces, respects, accepts and values difference.

**Accessibility** Accessibility is about ensuring that all employees can perform to their full potential. Accessibility includes physical features of the workplace, technology, organizational culture and attitudes, and approaches to reasonable accommodations.

**Diversity and inclusion** Diversity and inclusion are about capturing the uniqueness of the individual and creating an environment that values and respects individuals for their talents, skills and abilities to the benefit of the collective.

As you write the remainder of your business case, you can return to this section, adding key terms that you think need a clear definition.

Keeping the context and key terms in mind, develop an eye-catching headline for your document. It is increasingly hard to grab and keep people's attention with thousands of competing priorities. The headline is the hook that will encourage your leaders, managers, and colleagues to read more.



### Reflection questions

- How does your organization define diversity, equity, and inclusion?
- Why is each concept important to your organization?
- As you write the 'context and definition' section of your business case document, think about your organization's vision, mission, and values – how does diversity, equity, and inclusion fit within these?



### Helpful resources

- [Global diversity and inclusion benchmarks](#), PWC
- [Diversity and inclusion statistics](#), Government of Canada
- [Diversity & inclusion workplace survey](#), Glassdoor
- [Diversity wins: How inclusion matters \(PDF\)](#), McKinsey & Company
- [The Role of Leaders in Building Inclusive Workplaces](#), CEO Health + Safety Leadership Network
- [How to define diversity, equity, and inclusion at work](#), Culture Amp

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## ORGANIZATIONAL IMPACTS AND BUSINESS IMPERATIVES

In this section, you should articulate the organizational or business impacts that the organization could achieve by investing in your DEI initiatives. Show how DEI can directly impact specific aspects of your organization's overall strategic plan. Again, mirroring your vocabulary to your organization's key strategy documents will provide greater credibility.

Canada's shifting demographics stress the importance of DEI:

- Between 2016 and 2036, the proportion of workers who are immigrants to Canada is expected to increase from 1 in 4 to 1 in 3.<sup>8</sup>
- 47% of workers over 15 are women,<sup>9</sup> and 53% of university-educated workers are women.<sup>10</sup>
- People are retiring later, meaning there is greater generational diversity in the workforce.<sup>11</sup>
- The Indigenous identifying population in Canada is growing significantly faster than the non-Indigenous population.<sup>12</sup>
- The proportion of people with disabilities in the workforce has increased from 4.9% to 9.1% between 2006 and 2016.<sup>13</sup>

With an increase of equity-seeking groups in the labour market, the business imperative of DEI is clear. Organizations must incorporate DEI into their strategies to avoid limiting their access to talent and ensure they enable their workforce to perform at their fullest potential.

## Benefits of investing in diversity, equity, and inclusion

Many studies have been done to address the business case for DEI and discover concrete evidence of its business benefits. We have compiled a list of data points outlined below but encourage you to find additional research that may be more specific to your organization, industry, or location.

### ➔ Employee engagement, satisfaction, and retention

- The presence of actual gender diversity in the workplace alongside policies that enable gender diversity reduce turnover.<sup>14</sup>
- Diversity in top management teams leads to a 64% decrease in bias perception by employees.<sup>15</sup>
- Feeling included accounts for 35% of an employee's "emotional investment to their work".<sup>16</sup>
- Feelings of inclusion paired with representational diversity increases employees' feelings of trust and engagement.<sup>17</sup>
- Increasing feelings of inclusion by 10% improves attendance by almost one day a year, per employee.<sup>18</sup>
- Feeling included accounts for 20% of an employee's "desire to stay at their organization".<sup>19</sup>
- Employees positively associate inclusive cultures with the organization's "ethical virtue".<sup>20</sup>
- 92% of employees want to see their CEO speak out about diversity and issues of equality.<sup>21</sup>
- In organizations where employees report high feelings of inclusion combined with high organizational commitment to diversity, employees are 80% more likely to perceive the organization as high performing.<sup>22</sup>
- While diversity can lift employee engagement by 1.20x, regardless of inclusion, feelings of inclusion can lift engagement by 1.67x regardless of diversity.<sup>23</sup>
- Combining high commitment to diversity with high feelings of inclusion can lift engagement by 2.01x.<sup>24</sup>
- Employees who feel highly included are more likely to perform in a way that exceeds or far exceeds expectations.<sup>25</sup>
- High feelings of belonging, which are associated with feelings of inclusion, correspond with 50% less turnover, a 56% performance increase, and a 75% decrease in the use of sick days.<sup>26</sup>
- Feelings of belonging increase the likelihood of an employee recommending the organization by 167%.<sup>27</sup>

- Higher feelings of belonging increase engagement, loyalty, retention, employee perception of the organization, and career progression.<sup>28</sup>
- Inclusive leaders decrease employee perceptions of bias by 87%.<sup>29</sup>
- Inclusive leadership increases engagement by 21%.<sup>30</sup>

## ➔ Attracting talent

- 76% of job seekers look at the diversity of companies.<sup>31</sup>
- 32% of job seekers would not apply to a company that does not have diversity.<sup>32</sup>
- Millennials seek out inclusive organizations, with 30% leaving their current employer and 42% planning to leave for a more inclusive employer.<sup>33</sup>
- 47% of Millennials consider DEI as an important factor when applying for jobs, and 33% of Gen Xers and 37% of Boomers feel the same.<sup>34</sup>

## ➔ Innovation

- Companies with above-average diversity in their management teams have higher innovation revenue than those with below-average diversity.<sup>35</sup>
- Innovation revenues increase even more when attention is paid to multiple dimensions of diversity (national origin, gender, industry, career paths, etc.).<sup>36</sup>
- In organizations with leadership that is both diverse and competent in diversity, employees are more willing to share marketable ideas, feedback is more readily given and received, and those ideas are more likely to make it to market.<sup>37</sup>
- 56% of companies surveyed with more than \$10B in annual revenue indicated that they strongly agree that innovation can be driven by diversity.<sup>38</sup>
- Inclusive cultures and policies increase creativity, innovation, and openness in the workforce by 59%.<sup>39</sup>
- Feelings of inclusion can explain 18% of employee innovation.<sup>40</sup>
- Feelings of inclusion combined with organizational commitment to diversity increase innovation by 83%.<sup>41</sup>

## ➔ Profits, value, and revenue

- Companies with higher ethnic and gender diversity in their executive teams are found to be more profitable.<sup>42</sup>
- Disclosing positive diversity data can increase an organization's share price.<sup>43</sup>
- Companies that are prone to sexual harassment see a \$2.1B average loss in shareholder value.<sup>44</sup>
- Racial and sexual harassment scandals cause an average 7% drop in market value.<sup>45</sup>
- Feelings of belonging can increase productivity by \$52,000,000 for a company with 10,000 employees.<sup>46</sup>

## → Teamwork

- Diversity in teams reduces groupthink by presenting a range of perspectives, which improves a team's problem-solving ability,<sup>47 48</sup> decision making speed,<sup>49</sup> creativity,<sup>50</sup> output quality,<sup>51</sup> and conflict management.<sup>52</sup>
- Teams with “diversity mindsets”, where the diversity of the team is acknowledged and embraced, perform best.<sup>53</sup>
- In organizations with leadership that is both diverse and competent in diversity, teams experience more psychological safety, willingness to take risks, readiness to give and receive feedback, and shared responsibility for failures and successes.<sup>54</sup>
- Feelings of inclusion can explain 49% of team problem solving.<sup>55</sup>
- Feelings of inclusion combined with organizational commitment to diversity increase team collaboration by 42%.<sup>56</sup>
- A single inclusive ally on a team can mitigate the negative effects of exclusion of an individual.<sup>57</sup>

## → Reputation, consumers, and markets

- Inclusive cultures and policies improve an organization's ability to improve its reputation by 58%.<sup>58</sup>
- Diversity and inclusion in advertisements is important to consumers and increases their likelihood of purchasing, with 64% of those surveyed indicating that they took action after seeing an authentically inclusive ad.<sup>59</sup>
- Inclusive cultures and policies improve an organization's ability to assess the needs of its customers by 38%.<sup>60</sup>
- Feelings of inclusion combined with organizational commitment to diversity increase an organization's ability to respond to customer needs by 31%.<sup>61</sup>
- 73% of consumers indicated in a survey that they will not purchase if a brand does not support social justice.<sup>62</sup>
- 90% of consumers wish to see organizations engaged in equality, with 78% indicating that they do research to ensure the organization is being authentic.<sup>63</sup>

## → Staying competitive

- 97% of organizations surveyed by Forbes already have formal DEI strategies.<sup>64</sup>
- 78% of organizations surveyed by Forbes stated they plan to increase their focus on DEI.<sup>65</sup>
- 72% of North American respondents in PWC's Global Diversity and Inclusion Survey reported that DEI is a value or priority in their organization.<sup>66</sup>
- 85% of employers in a Robert Walters survey stated that increasing diversity is a priority.<sup>67</sup>



## Reflection questions

- From your earlier analysis, which areas had the largest gaps, weaknesses, or risks?
- Which of the data points above is most applicable to those areas? (i.e., what are the benefits of addressing them?)
- Which would resonate the most with your leaders?
- What are the potential benefits for your clients/customers/patients/etc.?
- What are the potential benefits for your employees?
- What are the potential benefits for the community?
- What are the potential benefits for other stakeholders?



## Helpful resources

- The mix that matters: Innovation through diversity, BCG
- Breaking the mold: Investing in diversity in tech, OpenMIC
- The value of belonging at work: The business case for investing in workplace inclusion, BetterUp
- Innovation diversity and market growth (PDF), COQUAL
- Diversity wins: How inclusion matters (PDF), McKinsey & Company
- Key Insights on Diversity & Inclusion (PDF), HRP&A and Diversio
- Building Inclusive Workplaces, CIPD
- Diversity and inclusion in recruitment (PDF), Robert Walters
- What Works: Evidence-Based Ideas to Increase Diversity, Equity, and Inclusion in the Workplace, University of Massachusetts Amherst
- Waiter, is that inclusion in my soup? (PDF), Deloitte

## Risks of not investing in diversity, equity, and inclusion

Presenting the risks of doing nothing can be equally important as the benefits of moving forward with your strategy. As you would expect, the main risk of not investing in DEI is failing to realize the benefits mentioned above. Without a DEI strategy, you risk poor teamwork, groupthink, lessened innovation, lower engagement, higher turnover, limited talent pools, poor consumer perceptions, and more. Some specific examples of risks are outlined below, including risks of investing in diversity while ignoring inclusion.

### ➔ Employee perceptions

- A survey from Glassdoor revealed that 41% of employee respondents had left their job due to witnessing or experiencing discrimination at work and that 63% of employees think that there is more their employer should be doing to improve diversity.<sup>68</sup>
- The same study found that job seekers are most likely to trust information from current employees when assessing an organization's DEI efforts.

### ➔ Bias

- A 2017 report from the Center for Talent Innovation found that people of colour, people with disabilities, and immigrants are significantly more likely to perceive negative bias than other groups.<sup>69</sup>
- People who perceive bias are more likely to feel alienated, withhold ideas or solutions, refrain from referring applicants, speak negatively about the organization, or leave their jobs.<sup>70</sup>
- Catalyst reports that 50-69% of people of colour who perceive or anticipate bias intend to leave their jobs.<sup>71</sup>

### ➔ Tokenism<sup>a</sup>

- Diversity without inclusion not only limits the potential for improved business performance but also risks perceptions of tokenism.<sup>72</sup>
- Perceptions of tokenism can harm an organization's credibility and trust in the community.<sup>73</sup>
- Tokenism is also harmful to employees, as it puts pressure on them to be the representative of their minority group and hinders feelings of belonging in the organization, hindering their ability to perform to their full potential.<sup>74</sup>

### ➔ Teamwork

- Diversity without inclusion can inhibit the creation of a psychologically safe workplace and hinder successful teamwork.<sup>75</sup>

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<sup>a</sup> Tokenism refers to when an organization focuses on the limited representation of underrepresented groups for the appearance of being inclusive without any action towards meaningful inclusion.

## → Teamwork

- Diversity without inclusion can inhibit the creation of a psychologically safe workplace and hinder successful teamwork.<sup>75</sup>
- The organization BetterUp reported on belonging and exclusion and found that feelings of exclusion undermine teamwork.
- Even a single micro-exclusion in a team setting can decrease an individual's performance on the project by 25%.<sup>76</sup>



### Reflection questions

- From your earlier analysis, which areas had the largest gaps or weaknesses?
- What are the risks associated with the gaps or weaknesses?
- What are you missing out on by not addressing them?
- What are the potential risks for your clients/customers/patients/etc.?
- What are the potential risks for your employees?
- What are the potential risks for the community?
- What are the potential risks for other stakeholders?

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## Legal frameworks and ramifications

Here, you should clearly articulate the legal risks and costs associated with not paying attention to DEI. For example, identify any legal requirements that may apply to your organization and the risks or penalties for non-compliance. Also, if applicable, consider the cost associated with being audited on any related legislation. See the appendix for an outline of key legislation that may apply to your organization's DEI efforts.

## Policies and leading practices

Many of the applicable pieces of legislation require clear and concrete policies to ensure compliance. Below are some policies that relate to DEI and examples of leading practices.

POLICY	EXAMPLES OF LEADING PRACTICES
Accessibility	Consider all aspects of the business, including facilities, customer service, information, and communications to ensure dignity, independence, integration, and equal opportunity across the board. <sup>77</sup>
Accommodation	Consult experts to determine the need for accommodation and what accommodations are appropriate. <sup>78</sup>
Code of conduct	<ul style="list-style-type: none"> <li>• Include clear guidelines and communication of values in terms of diversity, equity, and inclusion within your employee code of conduct.<sup>79</sup></li> <li>• Create an accompanying zero tolerance policy.</li> </ul>
Employment equity	Create goals that apply to every target group. <sup>80</sup>
Pay equity	<ul style="list-style-type: none"> <li>• Hire an expert to review to assess for existing pay gaps (SAP).<sup>81</sup></li> <li>• Utilize pay transparency throughout the process (SAP).<sup>82</sup></li> <li>• Ensure clear performance metrics, eliminate forced rankings (SAP and Accenture).<sup>83</sup></li> <li>• Review succession plan for gender discrepancies (SAP).</li> <li>• Review frequently.</li> </ul>
Harassment	<ul style="list-style-type: none"> <li>• Develop an accessible, responsive, and fair complaint system that employees feel comfortable utilizing.<sup>84</sup></li> <li>• Create a standalone sexual harassment policy.<sup>85</sup></li> </ul>
Recruitment and selection	<ul style="list-style-type: none"> <li>• Utilize artificial intelligence (AI) to reduce bias with transparency on how the AI functions (IBM).<sup>86</sup></li> <li>• Emphasize skills and competencies instead of years of experience in job postings (Siemens).</li> <li>• Create development and reskilling opportunities for individuals re-entering the workforce (Visa).</li> <li>• Eliminate salary history questions (Starbucks and SAP).<sup>87</sup></li> </ul>
Time off (sick days, flex hours, leave, etc.)	<ul style="list-style-type: none"> <li>• Establish floating/flexible holiday policies.<sup>88</sup></li> <li>• Provide “family leave” that includes caregivers and partners, with 100% wage top-up (Xero).<sup>89</sup></li> </ul>
Training	Develop reskilling programs for individuals whose jobs may be impacted by new technology (Accenture). <sup>90</sup>



### Reflection questions

- What policies exist in your organization right now?
- Do they meet or exceed legislative requirements?
- What are the potential risks of not considering DEI in each policy?
- In what ways could you adjust existing policies or create additional policies to minimize risk and meet your DEI goals?



### Helpful resources

- [How to create an accessibility plan and policy](#), Government of Ontario
- [Workplace policies, practices and decision-making processes and systemic discrimination](#), Ontario Human Rights Commission
- [Zero tolerance policy \(DOC\)](#), HRP
- [Inclusive hiring best practices \(PDF\)](#), HRP
- [A Template for Developing a Workplace Accommodation Policy \(PDF\)](#), Canadian Human Rights Commission
- [A Template for Developing an Anti-Harassment Policy \(PDF\)](#), Canadian Human Rights Commission

## CURRENT STATE ASSESSMENT

A current state assessment explores the organization's internal and external strengths, weaknesses, opportunities, and threats. In the context of your DEI business case, the current state assessment is an audit of your organization's current DEI progress and practices. This section of your business case toolkit may be referred to as a situational analysis, environmental scan, or market analysis. Always use the vocabulary that will resonate best with your organization's leaders.

Ensure that your assessment focuses on factors specific to your organization and that it makes sense to you, your leadership team, someone outside of your function, or even someone outside your organization.<sup>91</sup> You may utilize measures discussed later in this section and research to gather the most pertinent data for your organization. Any information presented in the business case should be a brief high-level summary of your findings. When deciding where to place focus in your business case, consider each factor's priority based on what is more important to your goals.<sup>92</sup>

Several models exist for analyzing the organization's internal and external environment. When deciding on a model, look at each factor included and determine which is most relevant to your organization or industry. It may be helpful to use more than one model for more detailed analysis in some cases. Some examples of models include the SWOT analysis, PESTLE analysis, 5C analysis, and Porter's five forces.

Below are examples of areas and questions to consider when analyzing your organization's current state. These questions can be a starting point for other questions specific to your organization to help guide your analysis.<sup>93</sup>

### Organization

#### ➔ Vision, mission, values, strategy

- Is DEI a stated value or priority for the organization?
  - If so, is the organization currently exemplifying this value?
- Is DEI embedded into the organization's vision, mission, or goals?
  - If so, is it achieving these goals?
- Is DEI part of the organizational strategy?
  - If so, is the strategy being carried out?
  - Is it working?
- What would change if the organization added or expanded its DEI focus?

## ➔ Workforce/employees/volunteers

- Does DEI align with the values of your workforce?
- Does your workforce diversity mirror the diversity of the geographical area?

## ➔ Critical success factors

- What are the critical success factors for DEI in your organization?

## Resources

### ➔ People

- Who is currently in charge of DEI within the organization?
- Is it one person or team, or are DEI responsibilities spread out throughout the organization?
- Who do you need to get on your team?

### ➔ Tools

- What tools do you have at your disposal?

### ➔ Budget

- What kind of budgets are available?

## Customers

- What are the demographics of your customer base?
- What are their needs?
- What are their challenges?
- What are their opinions and experiences?
- Is your customer base, or any demographic within it, growing or shrinking?
- Are the answers to any of the above questions different for your target market or a market that your organization would like to enter?

## Distribution/supply chain

- Who do you purchase from?
- What distribution channels do you use?
  - Where are they located?
- Is there diversity in your supply chain?

## Regulations/legal frameworks

- Business or employment regulations and authorities
  - What regulations is your organization required to adhere to?
  - What regulations are specific to any DEI efforts?
  - What are the impacts of noncompliance?
  - Do you operate nationally or internationally?
    - Do the legal or regulatory requirements differ between locations?
- \* See appendix with legal frameworks for a more detailed breakdown

## Competitors

- How are your competitors approaching DEI?
  - Is it working or not working?
- Strengths and weaknesses
  - How do your DEI strengths compare to your competitors?
  - How do your DEI weaknesses compare to your competitors?
- Competitive advantage
  - Drawing from the other questions, what is your organization's DEI competitive advantage? (e.g., strong workforce/leadership diversity, positive relationships with diverse suppliers, employees highly engaged with DEI, etc.)

## Other stakeholders

- Is the organization engaged with community or special interest groups that could support your DEI activities?
- Are any stakeholders (e.g., employees, investors, board members, customers) pushing for DEI prioritization?
- Are there government or other initiatives that could be taken advantage of? The following are initiatives that your organization could consider taking part in, and taking advantage of the tools, resources, and goals provided. There may be additional initiatives in your local area.
  - [The 50-30 challenge / Le Défi 50-30](#) (Government of Canada)
  - [#PayUpForProgress](#)
  - [Dimensions / Dimensions](#) (Research and post-secondary; Government of Canada)
  - [Equal by 30 / Parité d'ici 30](#)
  - [The Black North Initiative](#)
- Consider performing a stakeholder analysis to ensure you consider all stakeholders and their interests, motivations, roles, importance, and impact as it relates to your potential DEI activities.



## Helpful resources

- [Stakeholder analysis: Definitions, tools and techniques](#), Borealis
- [PESTLE analysis](#), Chartered Institute of Personnel and Development
- [5C analysis](#), Corporate Finance Institute
- [SWOT analysis](#), Corporate Finance Institute
- [Porters five forces](#), Investopedia
- [SWOT analysis](#), Investopedia
- [Creating a stakeholder analysis: How do you do that?](#), Medium
- [Stakeholder analysis: A pivotal practice of successful projects](#), Project Management Institute
- [Stakeholder matrix - Key matrices for stakeholder analysis](#), Stakeholdermap.com

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## Measures<sup>94 95 96</sup>

Using measurement and analytics is helpful for building your business case and throughout your DEI implementation. You may not have the resources to collect a large volume of data, but certain measures may be achievable with pre-existing data in your organization or a quick survey. Gathering data can help you identify current problems in your organization, complete further analyses, and measure progress as you move forward. There are several methods through which you can collect this information, including surveys, focus groups, and interviews. Please see the list of resources at the end of this section for more guidance on collecting data.

When presenting data in your business case, it is essential to include context and insight. What do the numbers mean? Problems observed in the data most likely point to broader issues, and multiple data points will provide a bigger picture of where attention is needed. You will want to note where any problems are, including the harm they may cause, and consider what your organization is already doing well. Collecting and presenting data will help you to articulate the organization's current state.

The following selection of relevant measures can be used to create a baseline for your organization.

### ➔ Representation ratios

- Racialized groups
- Women
- People with disabilities
- LGBTQ2S+
- Other groups

Compare the representation of individual groups with the overall workforce for a high-level view of your organization's diversity. A low ratio for any group points to a need for further inquiry. Other comparisons could include the business level, business function, and industry and geography benchmarks.

## ➔ Recruitment and selection

- Diversity of the applicant pool
- Diversity of those interviewed
- Diversity of those hired

Compare the diversity of the applicant pool, candidates, new hires, current workforce, industry, and geography.

## ➔ Retention and engagement

- Attrition and turnover
- Voluntary and involuntary exits
- Engagement surveys
- Intent to stay
- Well-being

Use this information in conjunction with representation data to assess for gaps. Comparisons between business level, business function, and industry and geography benchmarks can also be useful here.

## ➔ Advancement

- Diversity of succession pool
- Fairness of performance reviews
- Access to development opportunities
- Utilization of development opportunities
- Diversity in promotions

Compare the succession pool with the current leadership team, overall workforce, and geographical area. Compare performance ratings between groups. Analyze who has access to development opportunities and who is taking advantage.

## ➔ Pay and benefits

- Compa-ratio (measures an employee's salary against the midpoint range for their position or similar positions elsewhere)
- Access to and utilization of benefits

Compare the compa-ratio between groups to assess pay equity in your organization. Look at the broad picture first, then consider things like seniority, age, and experience. Also, analyze who has access to employee benefits and the ratio of who is using those benefits.



## Helpful resources

- [CCDI Webinar: The measurements of success](#) (Employer Partner access only)
- [CCDI Tip Sheet: Developing an effective campaign to promote your employee self-ID survey](#) (Employer Partner access only)
- [Global Diversity Equity and Inclusion Benchmarks](#), The Centre for Global Inclusion
- [Diversity and Inclusion Survey Question Guidance](#), EDIS
- [Delivering on diversity and inclusion: How employers can achieve measurable results](#), Visier
- [A data driven approach to diversity and inclusion](#), Harver
- [Data and diversity: How numbers could ensure there's a genuine change for the better](#), Forbes
- [Gender, diversity and inclusion statistics](#), Statistics Canada
- [Inclusion Measurement Blueprint](#), Toronto Region Immigrant Employment Council

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## MAKING RECOMMENDATIONS

In this section of your business case, after clearly defining your “why” for DEI, you should define “the ask”. Articulate what you want the organization to do next and provide suggested timelines. You should also try to identify resources to handle the recommendations if you can.

Again, ensure that you articulate how your recommendations will impact your organization’s strategic goals and objectives and reiterate the relevant business impacts of addressing these issues.



## Reflection questions

- Based on your research and analysis, what are your main recommendations?
- How do these recommendations align with your organization’s strategic goals?
- What resources would be required to put these recommendations into action?
- With available resources in mind, what would be a realistic timeline for achievement of these goals?

## Conclusion



Developing a solid business case is critical to gaining leadership buy-in for your organization's DEI endeavours. For organizational leaders to drive change and be advocates of DEI in your organization, they first need to be able to understand and articulate the imperative for your organization.

Every organization will have its unique reasons for focusing on DEI, whether to better serve your customers' needs, be a desirable place to work, stay competitive in your industry, or benefit the community. Therefore, you, your leaders, managers,

and employees should be able to articulate the reasons to ensure the organization prioritizes accordingly.

We hope that the tools we have provided in this document are useful in helping you craft (or re-craft) your business case.

### What's next

The business case is foundational in creating your DEI strategy. Once you have presented your compelling business case and received buy-in from leadership, use the information gathered to create a strategic plan for implementing DEI in your organization.

For help with the next steps, [view our other toolkits](#).

## Appendix: Canadian legislation resources

Below is a list of key pieces of federal and provincial legislation that relate to workplace diversity, equity, and inclusion. Please note that this list contains legislation that was in place or proposed at the time of writing, this is not a list of all legislation impacting Canadian employers, and this is not intended as legal advice.

### Federal

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Canadian Human Rights Act</li> <li>Canadian Charter of Rights and Freedoms</li> </ul>
Employment equity	<ul style="list-style-type: none"> <li>Employment Equity Act (federal)</li> <li>Federal Contractors Program</li> </ul>
Pay equity	<ul style="list-style-type: none"> <li>Pay Equity Act (federal)</li> <li>Pay Equity Regulations (federal)</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Canada Labour Code</li> <li>Federal labour standards</li> <li>Foreign worker rights</li> <li>Occupational health and safety (federal)</li> <li>Canada Occupational Health and Safety Regulations (Canada Labour Code)</li> <li>National Standard of Canada for Psychological Health and Safety in the Workplace</li> </ul>
Accessibility	<ul style="list-style-type: none"> <li>Accessible Canada Act</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Privacy Act (federal)</li> <li>Personal Information Protection and Electronic Documents Act (federal) (private sector)</li> <li>Canada Business Corporations Act Diversity Disclosure Requirements</li> </ul>

### Alberta

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Alberta Human Rights Act</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Employment standards (AB)</li> <li>Occupational Health and Safety Act, Regulation and Code (AB)</li> <li>Workers' Compensation Board (AB)</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Freedom of Information and Protection of Privacy Act (AB) (public sector)</li> <li>Personal Information Protection Act (AB) (private sector)</li> <li>Personal employee information (AB)</li> </ul>

## British Columbia

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>British Columbia Human Rights Code</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Employment standards (BC)</li> <li>Occupational Health &amp; Safety Regulation (BC)</li> <li>WorkSafeBC (Workers' Compensation Act)</li> </ul>
Accessibility	<ul style="list-style-type: none"> <li>Accessible British Columbia Act</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Freedom of Information and Protection of Privacy Act (BC) (public sector)</li> <li>Personal Information Protection Act (BC) (private sector)</li> </ul>

## Manitoba

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Manitoba Human Rights Code</li> </ul>
Pay equity	<ul style="list-style-type: none"> <li>Pay Equity Act (MB)</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Employment standards (MB)</li> <li>Workers Compensation Board of Manitoba (Workers Compensation Act and Regulations)</li> <li>Workplace Safety and Health Act (MB)</li> </ul>
Accessibility	<ul style="list-style-type: none"> <li>The Accessibility for Manitobans Act</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Freedom of Information and Protection of Privacy Act (MB) (public sector)</li> </ul>

## New Brunswick

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>New Brunswick Human Rights Act</li> </ul>
Pay equity	<ul style="list-style-type: none"> <li>Pay Equity Act (NB)</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Employment standards (NB)</li> <li>Occupational Health and Safety Act (NB)</li> <li>WorkSafeNB (Workers' Compensation Act)</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Right to Information and Protection of Privacy Act (NB) (public sector)</li> </ul>

## Newfoundland and Labrador

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Newfoundland and Labrador Human Rights Act</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Labour standards (NL)</li> <li>Occupational Health and Safety Act (NL)</li> <li>WorkplaceNL (Workplace Health, Safety and Compensation Act)</li> </ul>
Accessibility	<ul style="list-style-type: none"> <li>Accessibility Act (NL)</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Access to Information and Protection of Privacy Act (NL) (public sector)</li> </ul>

## Northwest Territories

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Northwest Territories Human Rights Act</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Employment standards (NT)</li> <li>Safety Act and Regulations and Workers' Compensation (NT and NU)</li> <li>Oil &amp; Gas Occupational Safety and Health Regulations (NT)</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Access to Information and Protection of Privacy Act (NT) (public sector)</li> </ul>

## Nova Scotia

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Nova Scotia Human Rights Act</li> </ul>
Pay equity	<ul style="list-style-type: none"> <li>Pay Equity Act (NS; PDF)</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Labour standards (NS)</li> <li>Occupational Health and Safety Act (NS)</li> <li>Workers' Compensation Board (NS)</li> </ul>
Accessibility	<ul style="list-style-type: none"> <li>Accessibility Act (NS)</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Freedom of Information and Protection of Privacy Act (NS) (public sector)</li> </ul>

## Nunavut

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Nunavut Human Rights Act</li> </ul>
Employment equity	<ul style="list-style-type: none"> <li>Article 23 of the Nunavut Land Claims Agreement</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Labour standards (NU)</li> <li>Safety Act and Regulations and Workers' Compensation (NT and NU)</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Access to Information and Protection of Privacy Act (NU) (public sector)</li> </ul>

## Ontario

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Ontario Human Rights Code</li> </ul>
Pay equity	<ul style="list-style-type: none"> <li>Pay Equity Act (ON)</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Employment Standards Act (ON)</li> <li>Occupational Health and Safety Act (ON)</li> <li>Workplace Safety and Insurance Board (ON)</li> </ul>
Accessibility	<ul style="list-style-type: none"> <li>Accessibility for Ontarians with Disabilities Act</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Freedom of Information and Protection of Privacy Act (ON) (provincial public sector)</li> <li>Municipal Freedom of Information and Protection of Privacy Act (ON) (municipal public sector)</li> </ul>

## Prince Edward Island

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Prince Edward Island Human Rights Act</li> </ul>
Pay equity	<ul style="list-style-type: none"> <li>Pay Equity Act (PE)</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Employment standards (PE)</li> <li>Youth Employment Act (PE)</li> <li>Occupational Health and Safety Act (PE)</li> <li>Workers Compensation Board (PE)</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Freedom of Information and Protection of Privacy Act (PE) (public sector)</li> </ul>

## Québec

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Charter of Human Rights and Freedoms (QC)</li> </ul>
Pay equity	<ul style="list-style-type: none"> <li>Pay Equity Act (QC)</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Labour standards (QC)</li> <li>Occupational Health and Safety Act (QC)</li> <li>Act respecting industrial accidents and occupational diseases (QC)</li> </ul>
Accessibility	<ul style="list-style-type: none"> <li>Act to secure handicapped persons in the exercise of their rights with a view to achieving social, school and workplace integration (QC)</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Act respecting Access to documents held by public bodies and the Protection of personal information (QC)</li> <li>Act respecting the protection of personal information in the private sector (QC)</li> </ul>

## Saskatchewan

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Saskatchewan Human Rights Code</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Employment standards (SK)</li> <li>Saskatchewan Workers' Compensation Board</li> <li>Occupational Health and Safety Regulations (Saskatchewan Employment Act)</li> </ul>
Accessibility	<ul style="list-style-type: none"> <li>Accessibility Act (SK) (proposed)</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Freedom of Information and Protection of Privacy Act (SK) (provincial public sector)</li> <li>Local Authority Freedom of Information and Protection of Privacy Act (SK) (municipal public sector)</li> </ul>

## Yukon

TYPE	LEGISLATION
Human rights	<ul style="list-style-type: none"> <li>Yukon Human Rights Act</li> </ul>
Employment	<ul style="list-style-type: none"> <li>Employment standards (YT)</li> <li>Occupational Health and Safety Act (YT)</li> <li>Workers' Safety and Compensation Board (YT)</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>Access to Information and Protection of Privacy Act (YT) (public sector)</li> </ul>

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