



Strengthening our Foundation Together

**Diversity and Inclusion
Strategy to 2021**

Message from the Governor



I am pleased to share the Bank of Canada's Diversity and Inclusion Strategy. While this is our first formal strategy on this topic, the goal of creating a diverse and inclusive workplace has long been an essential element of life at the Bank. The qualities of our workplace led to our receiving the award of Central Bank of the Year in 2018 and have supported our ranking among Canada's top employers for 10 consecutive years.

The principles of diversity and inclusion underpin our values and will guide us going forward. We want to ensure that our workforce reflects all the communities we serve, and that our workplaces are welcoming environments where all employees feel they are contributing in a meaningful way. We believe that a diverse and inclusive environment in which everyone can bring their whole self to work leads to better decisions and policies in the service of Canadians.

The Bank thrives on strong research and analytics, and we recognize the compelling evidence that shows that incorporating diversity and inclusion is not only the right thing to do but also makes good business sense. Central banks increasingly recognize the necessity of leveraging diversity and inclusion; as policy organizations, we must reflect the people we serve if we are to continue to be relevant.

Our belief in diversity and inclusion should be visible every day in how we work with and treat others. Our commitment must be reinforced in everything we do, from hiring employees to taking decisions and engaging with Canadians. Our commitment to these principles should be evident in our programs, policies and practices. And we need to renew these commitments on an ongoing basis.

We have done much, but I believe we can do better. We must strive for a workplace culture that values the differences each of us brings. We need to create an environment of inclusion where the power of our experiences, identities and ideas is unleashed to create the kind of change we seek.

To achieve this vision, the Bank has developed an ambitious strategy with four key goals:

Goal **ONE**: Our inclusive leadership—equip and support our leaders to embed diversity and inclusion into our business

Goal **TWO**: Our diverse workforce—enhance our inclusive people practices and analytics

Goal **THREE**: Our engaging workplace—equip our employees and design our workplace so that everyone can contribute to, and feel part of, an inclusive work environment

Goal **FOUR**: Our expanded connections—enhance the diversity of our external partnerships and be a leader

A workplace anchored in diversity and inclusion enables excellence. This strategy cements a foundation to demonstrate ambitious leadership and innovation. That's why I am challenging every Bank of Canada employee to learn, embed diversity and inclusion into their work, and take small steps every day to make a difference. Let this strategy inspire each of us to do our part.



Tiff Macklem
Governor

The strategy at a glance



The diversity and inclusion advantage

Leading organizations like the Bank embed diversity and inclusion (D&I) into every aspect of their work—from governance to engagement. In doing so, these organizations are better positioned to attract and retain new talent, improve the employee experience, increase engagement, improve decision making and performance, and enhance their reputation. Inclusive leadership behaviours empower and engage employees, improving productivity while increasing employee satisfaction and resilience. These organizations understand that the benefits of diversity and inclusion are for everyone, not just members of equity-seeking groups.

For central banks, having a workforce that reflects the citizens they serve helps build trust in the organization. The Bank has long recognized that the inclusion of diverse identities and ideas helps us:

- attract and retain the best talent
- form more well-rounded views of issues, risks and opportunities
- identify and understand emerging trends
- avert and manage crises
- decrease the likelihood of groupthink and confirmation bias
- boost employee engagement and satisfaction, which in turn leads to more creative problem solving, improved resilience to stress, and better, more innovative decision making

DIVERSITY

Diversity is the variety of unique backgrounds, life experiences, qualities and characteristics we all possess as individuals. It is a combination of visible and invisible differences that shape our perspectives and how we make our way in the world.

For the Bank, the business advantage of diversity and inclusion remains clear. Changing demographics, shifting global relationships and accelerating advances in technology and

communications all require us to tap into more varied perspectives to tackle complex issues.

The recent global pandemic has dramatically affected the way the Bank and our employees work, challenging all of us to collaborate and deliver in a largely virtual work environment.

Our people are the reason we have been able to adapt responsively to unprecedented economic and organizational changes. Inclusion has been a guiding principle behind the Bank's public response to the pandemic (including our policies and communications). Tapping into, and building on, our inclusive work environment enables us to be resilient, innovative and adaptive as we shape a new way forward.

INCLUSION

Inclusion is about living our diversity every day. Creating a workplace culture in which we all feel welcome and respected, allows our differences to be viewed as strengths, and removes barriers that prevent employees from reaching their full potential.

We've worked hard to earn the trust of Canadians, and when they can recognize themselves in us, we show them that their trust is well placed. Fortunately, Canada's diverse population gives us the opportunity to build an equally diverse workforce. But we know that diversity alone is not enough. We will reap the richness that comes from diversity only if we are truly welcoming and inclusive. Working together in ways that value and respect the uniqueness in each of us, we can better engage in wide-ranging and rigorous debate. This will allow us to maximize the advantage we draw from the diversity of our people.

The landscape of inclusion in Canada is always changing, and to stay relevant to Canadians and support our employees, we must be in tune with current social and political debates and movements. Recent mobilization against persistent racism in Canada and the United States has spurred us to redouble our efforts against racism.

We acknowledge that it is not enough to renounce racism—we must actively work to dismantle its ideologies and barriers. We are challenging ourselves to more deeply tackle the issues our employees and communities face.



The Bank in numbers



86% of us feel comfortable being ourselves at work

91% of us feel we are treated with respect



76% have English as a first official language and **24%** of us have French

7.9% of us frequently speak a language other than French or English

3.9%

of us were willing to share that we have a disability* (up from 1.4% in 2015)

WOMEN AT THE BANK

46.2%

of us are women (down from 47.5% in 2015)

45%

of our leaders are women

2.6%

of us identify as members of the LGBTQ2S+ community**

EE GROUPS

Average length of service for those in employment equity groups is

9.6 YEARS

87%

of us participated in the Bank's self-Identification program

23.1%

of us are from a visible minority group* (up from 21.3% in 2015)

1.2%

of us are Indigenous* (same as 2015)

Students from over

250

universities applied during our university recruitment campaign

43%

of students hired in 2019 were women

100+ EMPLOYEES PARTICIPATING IN 6 EMPLOYEE RESOURCE GROUPS

* Representation data for persons with disabilities as well as Indigenous and visible minority groups are voluntary and are therefore likely underestimated.

** Representation data for LGBTQ2S+ are taken from the Bank's Work Environment Checkup survey because self-identification is greater than the Bank's self-identification program data.

Strategy

Our strategy guides us as we lay the groundwork for the next medium-term plan. By cementing our strong foundation for diversity and inclusion today, we prepare to accelerate these efforts in the years ahead. But our goals cannot be achieved in isolation. Our diversity and inclusion efforts support and complement the goals of other key organizational strategies. And we know that diversity and inclusion can grow only if we embed them into how we work and treat one another. Our success depends on the active participation of every one of us deliberately choosing to value diversity and act inclusively.

Vision

We are a leading central bank. What makes each of us unique makes the Bank stand out.

Goals

Our goals represent four key themes and help set a course for our efforts in diversity and inclusion to achieve this vision.



Goal ONE

Our inclusive leadership

Equip and support our leaders to embed diversity and inclusion into our business.

Intended outcomes

- Our leaders model inclusive behaviours
- Our leaders take initiative to promote diversity and inclusion and remove barriers for employees
- Leaders are accountable for the Bank's diversity and inclusion goals
- The Bank has a stronger network of champions for diversity and inclusion

Key activities

- Review and expand existing learning programs (e.g., Leadership Essentials, orientation programs)
- Introduce conscious inclusion and mental health leadership training for all leaders
- Highlight resources on inclusive leadership behaviours, including anti-racism and anti-discrimination
- Update the Bank's leadership competencies with an inclusion lens
- Implement planning and reporting structures in departments (e.g., section in entente templates)

Goal TWO

Our diverse workforce

Enhance our inclusive people practices and analytics

Intended outcomes

- We attract more diverse candidates
- The Bank is better able to hire and retain diverse employees
- Progressive workplace policies support a more diverse workforce
- More robust diversity and inclusion data informs decision making

Key activities

- Implement new and enhanced recruiting partnerships
- Publish more diversity-related data on the Bank's intranet and other internal sources
- Review workplace policies and HR practices, such as the recruitment approach and the exit-interview survey, with a diversity and inclusion lens
- Update the approach and tools for self-identification
- Conduct a research project on the experiences of women in economic and financial sector specialist roles

Goal **THREE**

Our engaging workplace

Equip our employees and design our workplace so that everyone can contribute to, and feel part of, an inclusive work environment

Intended outcomes

- Employees feel comfortable being themselves and using the language of their choice
- Employees are increasingly comfortable asking for support, flexibility or accommodation and are more
- Employees understand their role in fostering an environment of inclusion
- Employees feel that access to career development and advancement is equitable (especially employees from diversity groups)

Key activities

- Develop corporate accessibility guidelines for meetings and events
- Launch COVID-19 pulse-check surveys to inform actions to support employees
- Streamline the process for employee accommodation
- Introduce online conscious inclusion and Indigenous cultural awareness training for employees
- Review second-language learning and develop tools and resources to promote a more bilingual culture
- Review career development practices, including research assessment guidelines for economists and financial sector specialists

Goal **FOUR**

Our expanded connections

Enhance the diversity of our external partnerships and be a leader

Intended outcomes

- Diverse communities are increasingly engaged and consulted by the Bank
- Expanded partnerships enhance our work on behalf of Canadians
- The Bank's work is relatable to both francophone and anglophone communities
- The Bank's diversity and inclusion work is more visible externally and the Bank is recognized for its leading practices

Key activities

- Adapt the enterprise stakeholder database to enhance engagement with diverse communities
- Engage Crown corporations in efforts concerning anti-racism
- Provide content for both anglophone and francophone minorities in our engagements across the country and document what we're doing
- Collect and share promising practices across the Bank
- Seek opportunities to participate in external events and conferences on diversity and inclusion

How we measure success

To ensure that we are delivering on our promise to employees to become more diverse and inclusive, we will track the implementation of the strategy and report on our efforts along the way. In addition to ensuring our energy and resources are effective and well placed, we have identified key measures of success for each area of work.

Here are some of the ways we will know we are making progress by the end of 2021:

Goal **ONE:** Our inclusive leadership

- Maintained* or increased ratings from employees on our inclusive leadership
- Clear and actionable D&I commitments in the work-environment sections of every departmental entente
- Participation of 80 percent of leaders in at least one of the new training programs (conscious inclusion, Indigenous cultural awareness, and mental health leadership)

Goal **TWO:** Our diverse workforce

- Increases in representation of designated groups
- Greater diversity of applicants
- Maintained or increased retention rates for members of designated groups

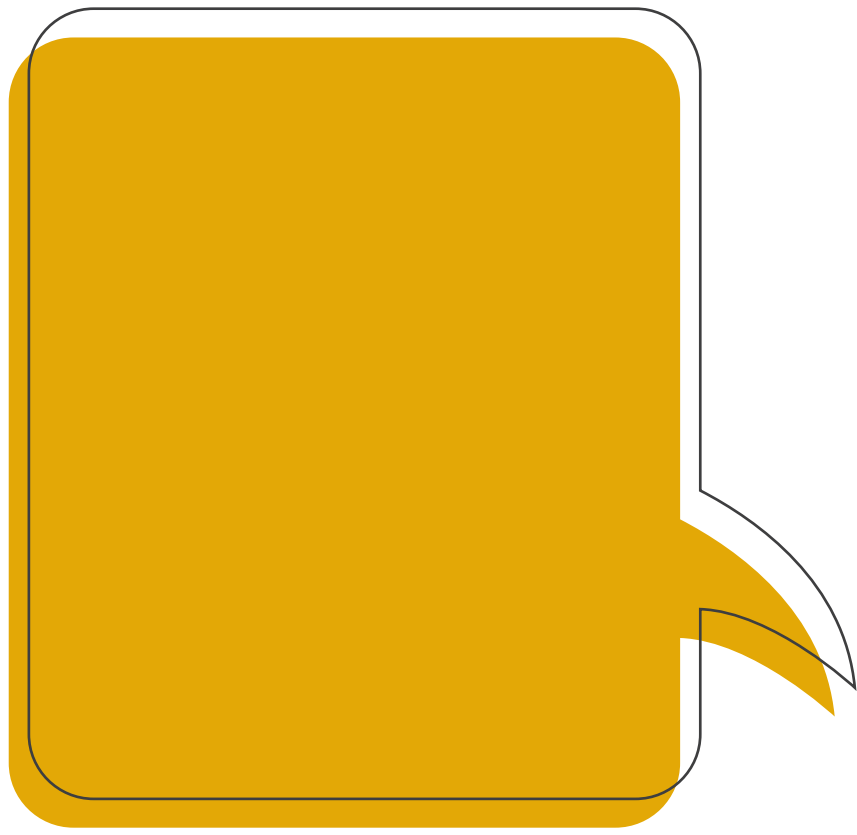
Goal **THREE:** Our engaging workplace

- Maintained* or increased ratings from employees on our inclusive workplace,, including from members of diversity groups
- Participation by 60 percent of employees in at least one of the new training programs (conscious inclusion or Indigenous cultural awareness)

Goal **FOUR:** Our expanded partnerships

- Increased number of opportunities to share the Bank's diversity and inclusion work
- More frequent references to diversity and inclusion in external speeches

* In light of the working situation given the COVID-19 pandemic



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