

# CBSR Spotlight Brief: **Justice, Equity, Diversity and Inclusion (JEDI) & Indigenous Truth and Reconciliation for Business**



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*The purpose of this spotlight brief is to provide background information for CBSR members in preparation for the upcoming roundtable on this subject, stimulate discussion, and to act as a capacity building resource and guide for your organization*



**CBSR**



*CBSR strives to become a supportive ally that amplifies the voices, experiences, and perspectives of our diverse membership & community; supports and advances sustainability initiatives; and challenges inequality.*

*We are open to advice, feedback, and research on our learning (and unlearning) journey and seek to continuously improve as an organization.*



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# What is JEDI: Background

## Justice

- Dismantling barriers to resources and opportunities in society so that all individuals and communities can live a dignified life.<sup>1</sup>

## Equity

- Allocating resources to ensure everyone has access to the same opportunities. Equity recognizes that advantages and barriers exist.<sup>1</sup>

## Diversity

- All the differences between us based on which we experience advantages or encounter barriers to opportunities.<sup>1</sup>

## Inclusion

- Fostering a sense of belonging by centering, valuing, and amplifying the voices, perspectives and styles of those who experience more barriers based on their identities.<sup>1</sup>

## SUSTAINABLE DEVELOPMENT GOALS



Regardless of size or sector, all companies can contribute to the [United Nations Sustainable Development Goals](#) (SDGs). The [UN Global Compact](#) asks companies to first do business responsibly and then pursue meaningful opportunities to solve societal challenges through business innovation and collaboration.<sup>2</sup>

Justice, equity, diversity and inclusion (JEDI) are embedded across the United Nations Sustainable Development Goals (UN SDGs).

### Sustainable Development Goal 10: Reducing Inequality

#### Target 10.2

- By 2020, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

[1] [J.E.D.I Collaborative](#)

[2] [UNGC: The SDGs](#)

# What is JEDI: Background

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The past couple of years have been monumental in shifting awareness about justice, equity, diversity, and inclusion (JEDI) issues.

There is a measurable growing demand for comprehensive and integrated JEDI corporate strategies.<sup>1</sup> Beyond the pressure of growing demand, the business case for JEDI is stronger than ever. Organizations that are more diverse are:

- More likely to outperform their peers;
- Twice as likely to meet or exceed financial targets; and
- Eight times more likely to achieve better business outcomes.<sup>2</sup>

According to [Innovation, Science and Economic Development Canada](#), adopting JEDI strategies can help organizations advance their corporate targets. Many organizations have shown that leveraging these strategies can:

1. Help attract and retain the best and the brightest to broaden the talent pool and help overcome skill gaps in a rapidly evolving and increasingly volatile economy;
2. Gain access to more diverse markets;
3. Increase employee satisfaction, engagement and overall performance; and
4. Catalyze innovation by bringing multiple perspectives and experiences together to solve complex problems.<sup>2</sup>

# What is JEDI: The Evolving Landscape

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[Bill S-211](#) will require eligible Canadian government institutions and businesses to disclose the steps taken during the previous fiscal year to prevent and reduce the risk that forced labour or child labour is being used at any step in their respective supply chains.<sup>2</sup>

## Bill S-211

An Act to Enact the Fighting Against Force Labour and Child Labour in Supply Chain Act and to amend the Customs Tariff<sup>1</sup>

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The Bill will apply to Canadian businesses that meet at least two of the following three conditions for at least one of its two most recent fiscal years:

- The entity has at least \$20 million in assets;
- The entity has generated at least \$40 million in revenue; or
- The entity employs an average of at least 250 employees.

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**As Canada moves closer to establishing its own modern slavery legislation and disclosure requirements, Canadian businesses should assess and work to remediate any risk in their own global supply chains.<sup>2</sup>**

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[1] [Bill S-211 \(Third Reading\)](#)

[2] [Norton Rose Fulbright, Bill S-211: Canada revives its fight against modern slavery](#)

# What is JEDI: The Evolving Landscape

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## Task Force on Inequality-related Financial Disclosure (TIFD)

The TIFD is a global disclosure framework in development that can reduce inequality created by the private sector.<sup>1</sup>

Similar to the TCFD, The TIFD will provide guidance, thresholds, targets, and metrics for companies and investors to measure and manage their impacts on inequality, as well as inequality's impacts on company and investor performance.<sup>2</sup>

Civil society, organizations, regulators, and investors can use TIFD to evaluate the private sector's performance and ultimately hold corporations to account on various social metrics.<sup>2</sup>

A TIFD Beta Version is targeted to be released in 2024 for consultation and piloting.<sup>2</sup>

**JEDI-related disclosure requirements are in development and are expected to be enforced in the coming years. Organizations would be well advised to start to align their corporate strategies and disclosure practices in accordance with these frameworks.**



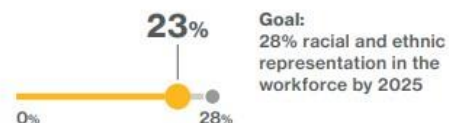
# JEDI in Practice: Metrics and Targets

Many companies are now disclosing JEDI-related targets and progress in annual reports. Trending KPIs include:

- Workforce diversity (racial / ethnic / gender representation)
- Board and executive diversity
- Indigenous inclusion
- Workforce JEDI-related training

## SOCIAL

### Workforce diversity

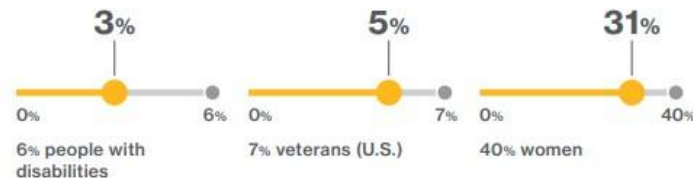


### Safety



### Diversity, equity and inclusion

Goal: By 2025, increase workforce representation to:

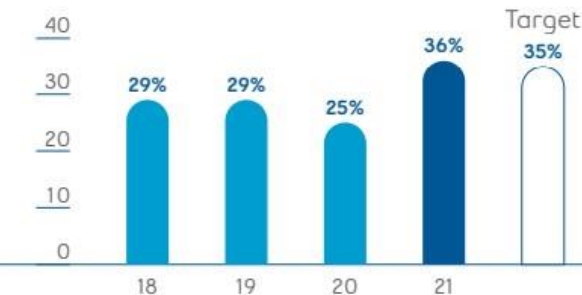


### Indigenous inclusion<sup>1</sup>

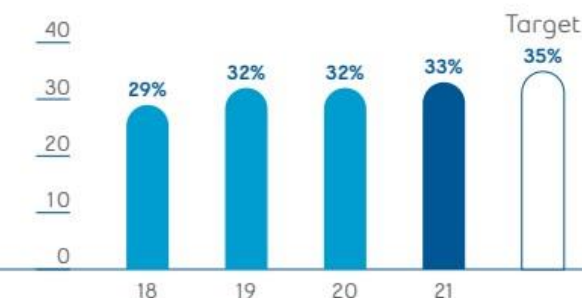


Enbridge 2021 Sustainability Report<sup>1</sup>

### Gender diverse directors on the BCE Board (in %)<sup>1</sup>



### Gender diversity in executive positions (in %)<sup>2</sup>



Bell 2021 Corporate Responsibility Report<sup>2</sup>

[1] [Enbridge 2021 Sustainability Report](#)

[2] [Bell 2021 Corporate Responsibility Report](#)

# JEDI in Practice: Stewardship at the Executive Level

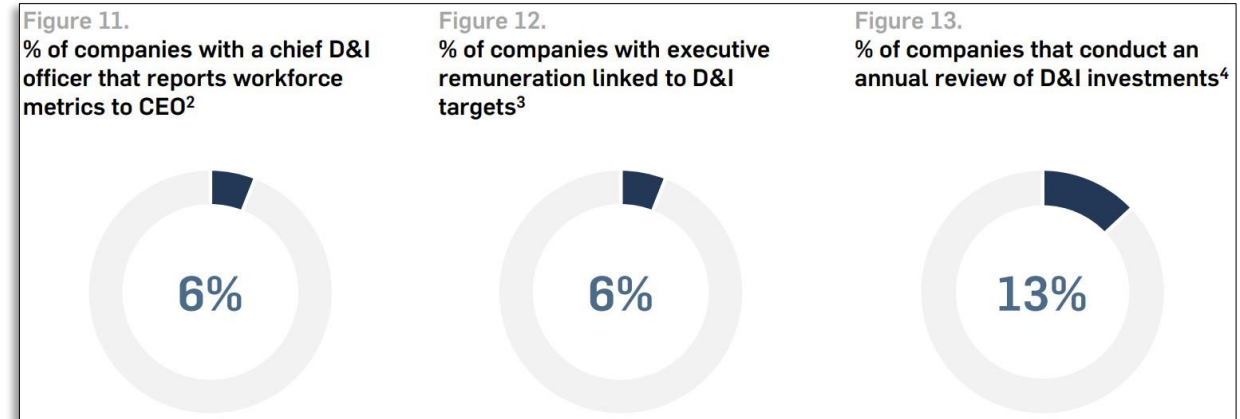


Executive leadership has an opportunity to champion JEDI and drive impact within their organization and in their communities.

While leadership accountability remains in a nascent stage the following actions are globally gaining traction across sectors:

- Show a visible and measurable commitment to creating an inclusive environment
  - Publicly announce JEDI organizational targets
- Link executive remuneration to JEDI-related performance metrics

Refer to the 50-30 Challenge [What Works Toolkit: Board and Leader Guidebook](#) for further information on how to lead by example and set the tone from the top to create an inclusive environment for everyone.



UNGC-Accenture CEO Study 2021: Gender Equality, Diversity and Inclusion Spotlight <sup>1</sup>

# JEDI Reporting Disclosure Practices: Frameworks and Standards

Organizations rely on various standards to support strategy development and disclosures. Although the ESG landscape is constantly evolving, SASB and GRI continue to guide corporate sustainability across sectors. While the methodology of the two standards differ, JEDI is a comprehensive element of both.

## SASB Standards

Although industry-specific, Employee Engagement, Diversity and Inclusion is a general issue category under the SASB Human Capital dimension:

“The category addresses a company’s ability to ensure that its culture and hiring and promotion practices embrace the building of a diverse and inclusive workforce that reflects the makeup of local talent pools and its customer base. It addresses the issues of discriminatory practices on the bases of race, gender, ethnicity, religion, sexual orientation, and other factors.”<sup>1</sup>

## GRI Disclosures<sup>2</sup>

**GRI 401** – Employment

**GRI 405** – Diversity and Equal Opportunity

**GRI 406** – Non-discrimination

**GRI 411** – Rights of Indigenous Peoples

**GRI 413** – Local Communities

**GRI 414** – Supplier Social Assessment

[1] [SASB Materiality Finder](#)

[2] [GRI Standards](#)

# CBSR Member Spotlight: Enbridge

## Supplier Diversity Policy

March 2021

### Objective

At Enbridge, we are committed to our core values of safety, integrity, inclusion, and respect and supporting our communities, including the diverse expertise and talent within those communities. We work with suppliers that represent our communities and trust us to be a good member of those communities. By attracting and retaining a diverse pool of qualified suppliers, strengthening diverse suppliers in proximity to where Enbridge conducts business, demonstrating allyship with supplier diversity councils, and reporting on the measures that matter, we will achieve our objective of creating and sustaining an inclusive and diverse supply chain.

### Definitions

Enbridge defines a "Diverse Supplier" as a business that provides materials, goods, and/or services to Enbridge (including contractors, subcontractors, vendors, and consultants) and is at least fifty-one percent (51%) owned, managed, and controlled by a diverse person or group with U.S. or Canadian citizenship, and certified by a nationally- or regionally-recognized third party as one or more of the following classifications:

- Minority Business Enterprise (MBE)
  - Asian
  - Subcontinent Asian
  - Asian-Pacific
  - Black/African American
  - Hispanic/Latinx
  - Indigenous
- Woman Business Enterprise (WBE)
- LGBTQ Business Enterprise (LGBTBE)
- Disability-Owned Business Enterprise (DOBE)
- Veteran Business Enterprise (VBE)
- Small Business (As defined by Industry Canada or the U.S. Small Business Administration, which includes these classifications: Woman Owned Small Business, Economically Disadvantaged Woman Owned Small Business, Small Disadvantaged, Small Veteran, Service-Disabled Veteran Owned Small Business, and HUBZone)

\*Tier 2\* reporting is defined as money paid by an Enbridge Supplier to a diverse SubContractor or Sub-Supplier providing Work (services, materials, etc.) to Enbridge. This could be direct (where every dollar ties to a specific Enbridge Contract, PO or project) or indirect (where the Supplier's company expenses paid to a Diverse Supplier are applied as a percentage of related Enbridge business).

### Key principles

We advocate for attracting and retaining a diverse pool of qualified suppliers and uphold the following key principles:

- We recognize that a strong, diverse supplier community is essential to economic vitality, and we actively seek opportunities to conduct business with a competitive, diverse set of suppliers.
- We support policies and practices that promote fairness and inclusion. Our Supplier Diversity Program is part of our overall Diversity & Inclusion efforts as defined in our corporate objectives.
- We encourage diverse suppliers to identify themselves to Enbridge and seek certification from a nationally- or regionally-recognized third-party agency because certification authenticates diversity attributes, driving credibility.
- We foster collaborative supplier relationships designed to strengthen our communities and the diverse-owned businesses within it. Our Program will reflect the communities where we operate.
- We support diversity at multiple levels within our supply chain. We expect our suppliers to work cooperatively with diverse suppliers that Enbridge identifies and to develop and utilize diverse suppliers of their own while performing work on our behalf.
- We expect our suppliers to report their Tier 2 supplier diversity program's established performance to help us mutually understand progress and opportunities for continuous improvement.
- We report on our Supplier Diversity Program performance with integrity and transparency.

This commitment is a shared responsibility involving Enbridge and its affiliates, employees and contractors, and we will conduct business in a manner that reflects the above principles. Enbridge will provide ongoing leadership and resources to ensure the effective implementation of the above principles, including the development of implementation strategies and specific action plans.

Enbridge commits to periodically reviewing this policy to ensure it remains relevant and meets changing expectations.

Enbridge has prioritized JEDI and broader [social goals](#) in their own internal operations and throughout their supply chain.

In 2021 Enbridge adopted a [Supplier Diversity Policy](#) to:

- Attract and retain a diverse pool of qualified suppliers
- Strength diverse suppliers in proximity to where Enbridge conducts business
- Demonstrate allyship with supplier diversity councils
- Report on performance

Enbridge defines a "Diverse Supplier" as a business that provides material, goods, and/or services to Enbridge (including contractors, subcontractors, vendors and consultants) and is at least 51% owned, managed, and controlled by a diverse person or group.



Supplier Diversity Policy



# CBSR Member Spotlight: Norton Rose Fulbright

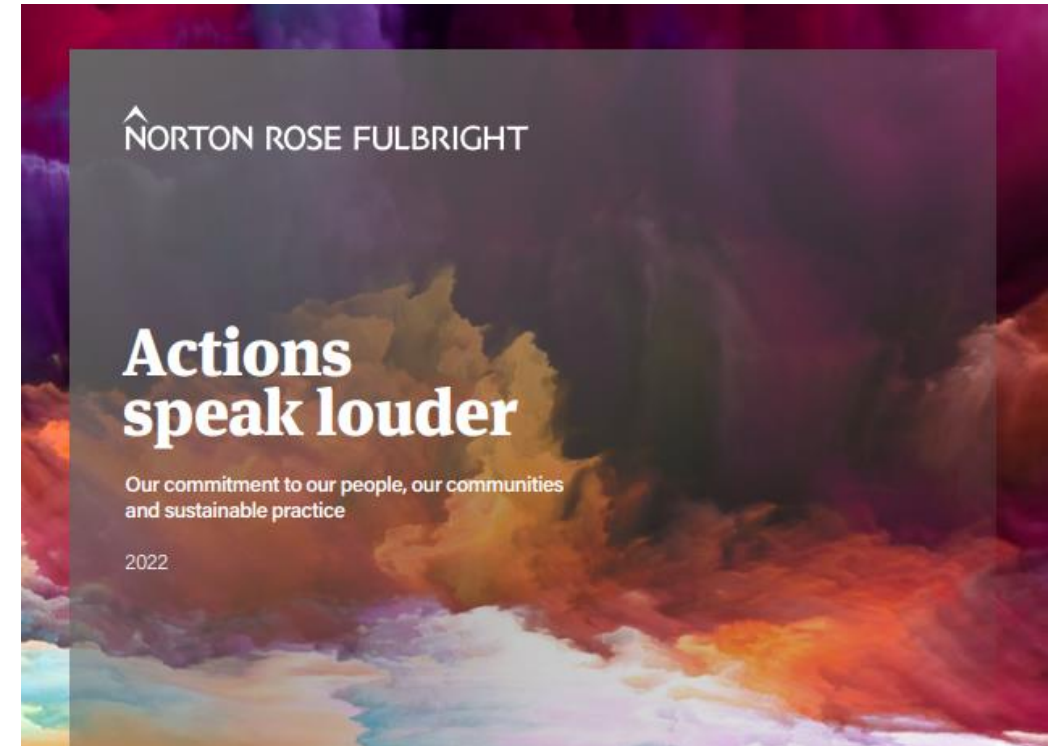
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Norton Rose Fulbright (NRFC) is embedding principles of JEDI into their social impact and sustainability initiatives.

Part of NRFC's corporate social responsibility strategy involves community investment and pro bono programs dedicated to championing social justice.

- NRFC has committed to thirty hours of pro bono service per lawyer per year to support individuals and not-for-profit organizations across Canada.
- Environmental action, including sustainable procurement and supplier diversity sits alongside NRFC's other strategic priorities that advance sustainable development, including JEDI and social impact
- NRFC is committed to taking tangible steps in Canada towards reconciliation with Indigenous Peoples. As part of this work, NRFC has joined the Progressive Aboriginal Relations (PAR) certification program through its membership with the Canadian Council for Aboriginal Business

On November 22, 2022 Norton Rose Fulbright will be hosting a half day [virtual conference](#) on equity, diversity and inclusion.



2022 Norton Rose Fulbright Corporate responsibility brochure

# Indigenous Truth and Reconciliation for Business: Background



## Truth and Reconciliation Commission of Canada

Business reconciliation means actively promoting equal economic opportunity for all Canadians, as outlined in the [Truth and Reconciliation Commission of Canada's Call to Actions](#).<sup>1</sup>

The [National Inquiry into Missing and Murdered Indigenous Women and Girls](#) also calls for the immediate and full implementation of the UNDRIP as a framework for reconciliation.<sup>2</sup>



## Call to Action 92

Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous Peoples before proceeding with economic development projects.

Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.

Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the [United Nations Declaration on the Rights of Indigenous Peoples](#) (UNDRIP), Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.<sup>1</sup>

[1] [Truth and Reconciliation Commission of Canada: Calls to Action](#)

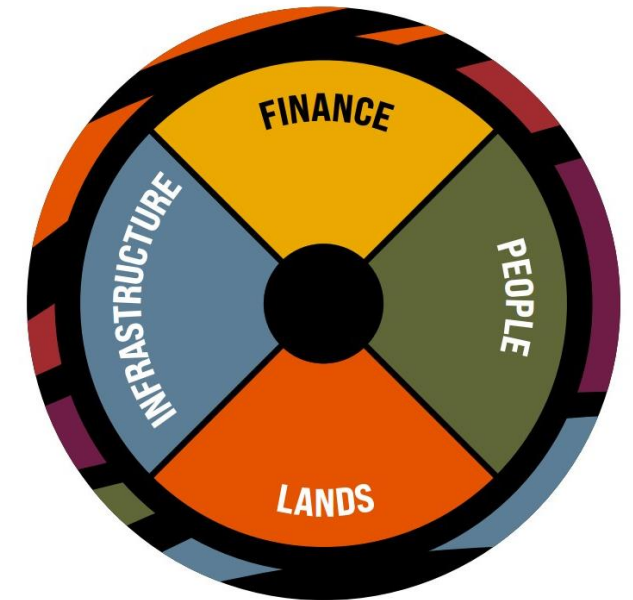
[2] [National Inquiry into Missing and Murdered Indigenous Women and Girls Final Report](#)

# Indigenous Truth and Reconciliation for Business: Why it Matters

In June 2022, the National Indigenous Economic Strategy (NEIS) launched to guide Canada in the meaningful engagement and inclusion of Indigenous Peoples in the Canadian economy.<sup>1</sup>

Informed by the Truth and Reconciliation Calls to Action and other national and international instruments, the NEIS not only provides a blueprint for progress but outlines why these efforts are imperative for Canada's prosperity.

- The future of this country depends on the equal participation of everyone in Canada.<sup>1</sup>
- When the Indigenous economy grows, so does the Canadian economy. Indigenous Peoples are the fastest-growing demographic in the country and a major employer of non-Indigenous Peoples.<sup>1</sup>
- Critical decisions need to be made to rebuild a sustainable economy. We must rely on the knowledge and connection of Indigenous Peoples who have cared for this land and water for millennia.<sup>1</sup>
- Collaborating with Indigenous Peoples builds project certainty and mutually beneficial outcomes.<sup>1</sup>
- Forward-thinking leaders understand the benefits of diversity in leadership and the linkage to organizational performance and financial indicators. Indigenous participation at all levels of an organization can drive growth, improve corporate results, and increase employee satisfaction.<sup>1</sup>



National Indigenous Economic Strategy Strategic Pathways<sup>1</sup>

# Indigenous Truth and Reconciliation for Business: What You Can Do

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The [Canadian Council for Aboriginal Business](#) recommends the following:

## Educate

- Learn about local Indigenous communities and businesses. Educate yourself on the relevant history, culture and protocols, and the current business environment.
- Understand local business capacity, how many Indigenous-owned companies exist, in what sectors, and the size of projects these firms can deliver on.

## Reflect

- What do Indigenous communities and businesses want out of an economic partnership?
- Which Indigenous business needs and goals can your company address?
- How can your business activities contribute to reconciliation?
- What makes sense in terms of your resources, location and industry?

## Act

- Acknowledge traditional lands through a territorial land acknowledgement.
- Sponsor, volunteer or participate in local Indigenous events and ceremonies.
- Observe special dates commemorating and celebrating Indigenous history and culture.
- Respect community protocols.
- Explore local capacity-building through employment, procurement, business development and leadership actions.
- Engage with Indigenous communities and businesses early and often.
- Co-develop a research and communications strategy to disseminate environmental, social and economic impact solutions.



# Indigenous Truth and Reconciliation for Business: What You Can Do

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## Complete the [Progressive Aboriginal Relations](#) (PAR) Certification

- PAR is a certification program that confirms corporate performance in Indigenous relations

## Indigenous Reconciliation Action Plans

- Organizations across sectors are releasing inaugural reconciliation action plans to commit to collaboratively seeking meaningful and impactful ways to engage in and advance reconciliation.
- A standalone action plan pulls Indigenous reconciliation to the forefront and prevents the important work from being buried in sustainability or JEDI-related reports and statements.
- Action plans are a substantial step towards Indigenous reconciliation but must be followed with meaningful results to avoid contributing to the growing concerns about a *performative gap* in this landscape.

# CBSR Member Spotlight: Ontario Power Generation



Ontario Power Generation Reconciliation Action Plan

## Goals:

- Build positive and mutually beneficial relationships with Indigenous communities and peoples based on respect and understanding.
- Create an engaged and inclusive workforce that reflects the broad diversity of Indigenous communities and peoples across our company.
- Advance economic reconciliation with Indigenous communities and businesses through meaningful engagement, collaboration and partnership.
- Be a trusted partner in environmental stewardship and an ally in addressing climate change.

# CBSR Member Spotlight: TELUS



2021 TELUS Indigenous Reconciliation and Connectivity Report<sup>1</sup>

## Guiding Pillars:

### Connectivity

- Collaborate with Indigenous governments and organizations to deliver advanced broadband connectivity to Indigenous communities within our serving area.

### Enabling Social Outcomes

- Underpinned by our team's passion for creating stronger, healthier communities, develop and expand programs that look beyond connectivity to enable communities for longer-term prosperity and success.

### Cultural Responsiveness & Relationships

- Listen, learn, and understand how TELUS can meet unique needs and build meaningful relationships. Ensure culturally responsive customer experience for Indigenous customers.

### Economic Reconciliation

- Support sustainable economic participation and growth for Indigenous Peoples through involvement in TELUS' business.

A hand holding a pen, writing on a board with sticky notes.

# Key Takeaways

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- While JEDI is a constantly evolving landscape, Canadian businesses are well-positioned to drive impact and be leaders in their respective sectors.
- JEDI-related disclosure requirements are emerging and organizations should start to align their corporate strategies and disclosure practices.
- A successful JEDI strategy is comprehensive and deeply integrated into business operations and bolstered by executive leadership.
- Indigenous reconciliation is not only the right thing to do but can also drive corporate performance and boost the Canadian economy.



# Calls to Action

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- Sign up for the [50 – 30 Challenge: Your Diversity Advantage](#) to support diversity actions already taking place in many Canadian organizations and encourage other Canadian organization to adopt practices to improve equity
- Apply to CCSR's [Sustainable Procurement Fellowship](#)
- [Apply for Progressive Aboriginal Relations](#) (PAR) Certification
- Develop a Reconciliation Action Plan

# APPENDIX

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# Additional slides and Resources

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- [Mapping Your Journey to 50-30](#)
- [What Works Toolkit: 10 Actions You Can Take](#)
- [What Works Toolkit: Starting the Conversation](#)
- [What Works Toolkit: Talent Processes Tool](#)
- [What Works Toolkit: Board and Leader Guidebook](#)
- [What Works Toolkit: Guide to Sustaining Organization Change](#)
- [Truth and Reconciliation Commission of Canada: Calls to Action](#)
- [Business Reconciliation in Canada Guidebook](#)
- [University of Alberta Indigenous Canada Course](#)
- [First Nations University of Canada 4 Seasons of Reconciliation Course](#)
- Indigenomics – Taking a Seat at the Economic Table