



EDI IMPACT Maturity Model

Contents

- Introduction 3**
- About the 50 – 30 Challenge and this maturity model 3**
- A note on language 4**
- How to use this EDI maturity model – A data-informed and impact-driven approach 5**
- EDI maturity: From awareness to impact 6**
- Model Levels 6**
- EDI Impact Maturity Model 7**
 - Representation in Leadership 7
 - Inclusive Leadership 8
 - Organizational Representation 9
 - Designated EDI Infrastructure 10
 - Policies, Procedures, and Practices 12
- Key Terms 14**

Introduction

The EDI (Equity, Diversity and Inclusion) Impact maturity model is a tool for organizations to assess and improve their progress and effectiveness in promoting EDI within the workplace. It has been designed to support organizations that have pledged to commit to the 50 – 30 Challenge.

A successful, integrated approach to EDI supports a culture where all employees (and board members) feel welcomed, included and valued. In return, everyone brings their best selves and their full potential. This model helps organizations evaluate their current state and develop goals for enhancing their EDI efforts. It is a valuable approach to assess and improve your organization's EDI efforts over time.

By emphasizing the representation of Indigenous Peoples and equity-deserving groups in senior management and boards, organizations committing to the 50 – 30 Challenge strive to create the conditions for a greater diversity of voices, participation and leadership within organizations, resulting in more dynamic, sustainable and thriving organizational systems. The following section shares more about the 50 – 30 Challenge since the challenge provides the scope and orientation of this model.

About the 50 – 30 Challenge and this maturity model

The 50 – 30 Challenge is an initiative between the Government of Canada, Canadian, businesses and diversity organizations. The program encourages Canadian organizations to increase their representation of women and/or non-binary people and equity-deserving groups and acknowledge systemic barriers to access to opportunity and the inherent possibilities in addressing them.

The 50 – 30 Challenge specifically aspires to achieve two goals:

- Gender parity (50% women and/or non-binary people) on Canadian boards and/or in senior leadership;
- Significant representation (30%) on Canadian boards and/or senior leadership of members of other equity-deserving groups, including those who identify as Racialized, Black, and/or People of Colour (“Visible Minorities”), People with disabilities (including invisible and episodic disabilities), 2SLGBTQ+ and/or gender and sexually diverse individuals, and Aboriginal and/or Indigenous Peoples. The program and participants recognize Indigenous Peoples, including First Nations, Métis and Inuit, as founding Peoples of Canada and underrepresented in positions of economic influence and leadership.

The 50 – 30 Challenge encourages organizations to go beyond increasing numerical representation to address cultural shifts in organizations toward greater inclusion and cultures of belonging.

The maturity model has been developed around the 50 – 30 Challenge and also in conversation with those working in partnership with CIG's Ecosystem funding and challenge participants across the country. To mirror the 50 – 30 Challenge, this maturity model emphasizes the role of representation in senior leadership and boards. This scope is smaller than other benchmarking tools like the Global Diversity, Equity and Inclusion Benchmarks, which provide a globally recognized set of standards to evaluate the maturity of an organization's diversity, equity and inclusion initiatives. We hope the smaller scope of this EDI maturity model makes this tool more approachable to those who may be early in their EDI journey.

The [What Works Toolkit](#) and scholarship on EDI suggest that many issues confronted by Indigenous Peoples and members of equity-deserving groups are common to all workplaces and organizations. However, it is also clear that one-size solutions to advancing EDI do not fit all. Therefore, we encourage you to be flexible and non-prescriptive in your EDI approach in recognition of the widely varied contexts (e.g., size, geography and resources) in Canadian workplaces. Addressing EDI in your organization is not a linear process.

We all have a role in building belonging, equity, diversity and inclusion in our spheres of influence. By being transparent, acknowledging existing inequities and valuing those who do the work, we can embed EDI into everything we do while working towards EDI truly being a shared responsibility.

To support organizations committed to the challenge, the [What Works Toolkit](#), an online suite of tools and resources for organizations to use, includes resources to support the recruitment and mentorship of board members and senior managers from under-represented groups, as well as tools to support the development of anti-racism and inclusive workplace strategies. Alongside other ecosystem partners, CIGan and colleges across the country have been advising challenge participants on meeting their diversity and inclusion goals by linking them to best practices and tools, providing guidance, and advising them on other diversity supports specific to each organization's unique needs. We encourage you to visit our [website](#) for resources, personalized one-on-one support and training to support your organization on your EDI journey. Keep up to date by signing up for our [mailing list](#).

A note on language

In this EDI maturity model, we use **Indigenous Peoples** as an umbrella term for groups with a special constitutional relationship with Canada, including treaty rights. The Government of Canada recognizes Indigenous self-government and has committed to a nation-to-nation relationship with First Nations, Inuit, and Métis. Since it is important to recognize that Indigenous Peoples are not another equity-deserving group, we use the language 'Indigenous Peoples and Equity-Deserving Groups' (IPEDGs) in this guide. While Indigenous Peoples, women, people with disabilities, members of racialized groups and members of 2SLGBTQ+ communities are grouped in this report as IPEDGs, we recognize that there are important distinctions, experiences of oppression and intersectionalities between these groups. As such, where possible, we encourage you to think about these groups with specificity and in recognition of their multiple identities.

EDI language is in a constant state of evolution. It is a continuous process of listening, learning, changing and growing. A glossary at the end of this manual explains concepts and terms used in this document. You can learn more about inclusive language by checking out language guides on this [website](#).

How to use this EDI maturity model – A data-informed and impact-driven approach

If you're reading this guide, you are likely already committed to EDI and know the EDI journey is worthwhile. But how do we know what EDI success looks like? How do we get there? What routes can we take to reach best practices?

For organizations to progress in their EDI maturity, EDI must be seen as a shared responsibility, and efforts to embed EDI must be sustained over time. True EDI maturity results from taking steps to embed EDI principles in your organization while continually engaging and prioritizing the voices and experiences of IPEDGs. Measuring and assessing our practices and performance allows us to identify where to focus our efforts and track our progress over time. Remember that embedding EDI across your organization will be an ongoing process. Adapting and refining your strategies as you learn and evolve to create a more diverse and inclusive workforce is essential.

This model is built from five characteristics that all comprehensive and effective EDI efforts share.

1. Data-informed

EDI interventions must be informed by data. Data can come from a variety of sources and can be either quantitative (measurable, expressed in numbers) or qualitative (observable, expressed narratively). Organizations should strive to always include sources of data beyond what may be captured by Human Resource Information Systems. Robust data about demographics partnered with sentiment questions is a strong way to determine what each group requires within an organization and can help drive tactical EDI solutions. Gathering people's real, lived experiences through interviews, focus groups, and/or open-ended survey questions is vital.

2. Impact-driven

Organizations should be mindful of distinguishing between progress and impact. While an action may have been successfully executed, what truly matters is its effect on the people in the organization. Organizations must assess the influence of their activities, not just their mere implementation. In this way, you are looking to detect the difference, in terms of measurable outcomes, that your EDI interventions are making. Organizations that have a track record of impact-driven EDI interventions will earn the trust of those in the organization.

3. Context-specific

This EDI maturity model allows for flexibility and is not prescriptive regarding what types of data are collected and what methodologies are used to recognize your organization's widely varied contexts and resources. EDI interventions ought to address barriers and discrimination faced by IPEDGs. The definition of "under-represented groups" ought to be relevant to your organization, industry, and geographic context.

4. Centers the experiences and engagement of IPEDGs

The experiences and authentic engagement of IPEDGs should be central to advancing EDI maturity. Dominant groups within organizations should not be determining progress without IPEDGs. IPEDGs should also be updated about findings and analyses of engagement and be afforded opportunities to respond to and validate what has come out of engagement. Organizations should strive to have honest and authentic engagement and can encourage this by thoughtfully responding to any and all feedback.

5. Focuses on leadership and shared responsibility to build a solid EDI foundation

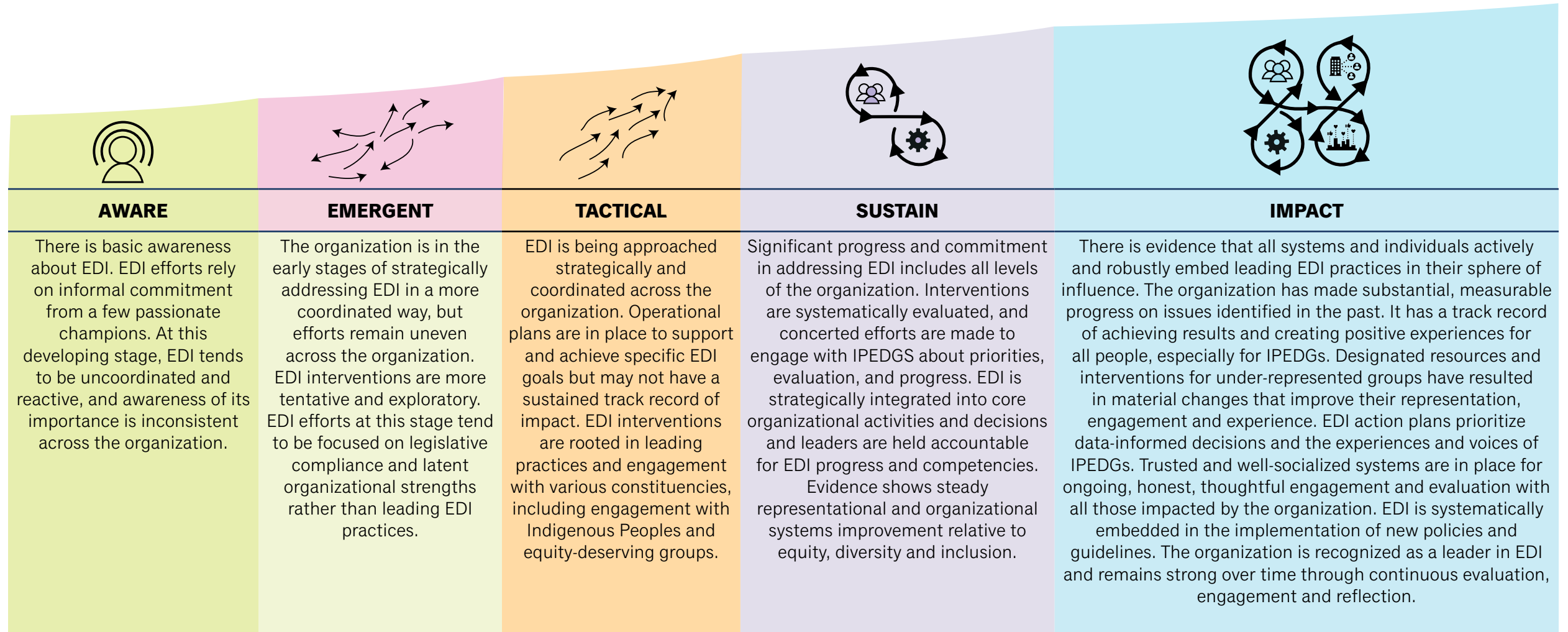
By focusing on leadership, we acknowledge how leaders drive the strategy and vision for EDI in organizations. EDI work, supported by a leadership accountable for EDI successes, informs culture, trust and transparency across your organization. This foundation will also empower people in your organization to embed EDI in their sphere of influence. While equitable hiring and retention policies can lead to a more diverse organization, leaders ultimately are responsible for the practices behind those policies. Addressing EDI does not stop there. All employees and constituencies play a role in ensuring that an EDI strategy's goals are achieved. While having a dedicated senior leader can help get buy-in, the most successful EDI initiatives are the ones that weave EDI into the organization's fabric, irrespective of level.

EDI maturity: From awareness to impact

EDI maturity is a concept that assesses an organization’s progress and development in fostering equity, diversity, and inclusion within its workforce and culture. It measures how effectively an organization addresses diversity, equity, and inclusion issues at different stages of its evolution. It is just one tool of many that can help organizations evaluate their current state, set goals, and track progress over time.


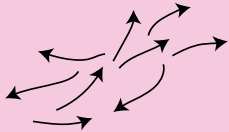
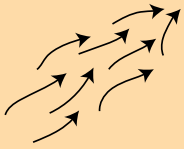
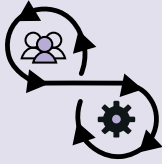
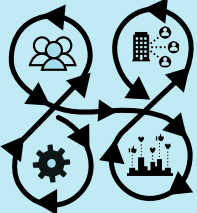
This maturity model has several stages or levels, each representing a different level of commitment, awareness, and action regarding EDI. It’s important to understand that the EDI journey isn’t linear, and organizations can be considered at the “Impact” level in some aspects and “Aware” in other areas of the model.

Model Levels



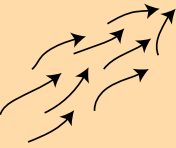
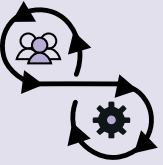
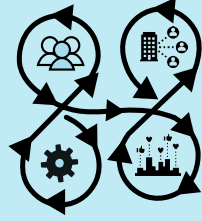


EDI Impact Maturity Model



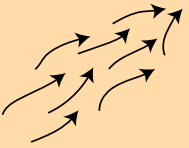
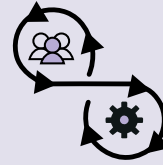

REPRESENTATION IN LEADERSHIP

	 Aware	 Emergent	 Tactical	 Sustain	 Impact
Representation	Organization plans to commit to the 50 – 30 Challenge.	Organization is actively pursuing 50 – 30 Challenge goals.	Organization has reached a milestone in the 50 – 30 Challenge with either 50% women/gender expansive individuals or 30% from IPEDGs.	<p>Organization has achieved 50 – 30 Challenge goals: 50% women/gender expansive and at least 30% from IPEDGs.</p> <p>Organization has created context-specific goals around dimensions of diversity outside of official 50 – 30 IPEDGs (e.g. age, immigration/migration experience, socioeconomic status, etc.) informed by geographically-specific population benchmarks.</p>	<p>Organizations has sustained 50 – 30 Challenge goals for at least 5 years and, for 2 of those years, has exceeded these goals by at least 10%.</p> <p>Organization has representation from member(s) of the communities it serves.</p> <p>Organization has met context-specific goals for at least two consecutive years.</p> <p>Clear, disaggregated data and rigorous data analysis on representation gaps across a broad range of intersectional identities drives identification of representation gaps.</p>
Leadership recruitment process review	Leadership recruitment process not yet reviewed for bias.	Goals to review leadership recruitment for bias have been set.	Leadership recruitment process has been reviewed for bias, with key action items.	Leadership recruitment has been reviewed for bias for un- and under-represented groups.	Leadership recruitment is reviewed for bias annually, guided by consultations with IPEDGs and EDI experts.
Leadership retention	Retention rates in leadership are not a focus at this time.	Retention rates and leadership exit interviews have been reviewed for retention challenges.	Strategic plan is in development to enhance retention for IPEDGs in leadership based on identified challenges.	Strategic plan has success metrics to improve retention for IPEDGs in leadership.	Retention rates for IPEDGs in leadership are comparable to dominant groups due to strategic plans and success criteria.



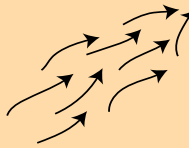
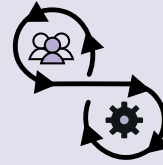
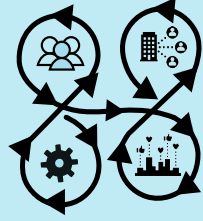
INCLUSIVE LEADERSHIP

	Aware	Emergent	Tactical	Sustain	Impact
					
Leader expectations	Leaders do not have EDI goals as a part of their performance expectations.	Less than half of leaders have EDI goals as a part of their performance expectations.	More than half of leaders have EDI goals as a part of their performance expectations.	All leaders have EDI goals as a part of their performance expectations.	All leaders have EDI goals as a part of their performance expectations, and progress is reported to the broader organization.
Inclusive Leadership development	Leaders have a plan to cultivate inclusive leadership skill sets on the team.	Leaders integrate their understanding of privilege, bias, and inequity to cultivate inclusive skill sets on the team.	Leaders have embedded <u>inclusive leadership practices</u> in team manual and community guidelines (e.g. <u>inclusive language, respect around names, pronoun sharing, accessibility, calling in, apologies</u> , etc.)	The organization shares resources and communicates the <u>core traits of inclusive leaders</u> and how they relate to the work the organization does.	Team members can articulate how EDI and inclusive leadership relates to their role and the organization's broader values, bottom-line, and long-term sustainability.
Data-informed inclusive leadership	There is a plan to create a data-informed strategy for enhancing inclusive leadership.	Leaders pilot first survey and/or feedback process (e.g. interviews, focus groups, etc.) to examine the EDI experiences of team members	From survey results and other modes of feedback, leaders identify inclusion growth opportunities and create EDI-specific goals for inclusive leadership.	Leaders factor inclusive leadership behaviours and goals into performance, promotion, and advancement.	Organization achieves consistent year-over-year progress with relation to workplace culture and inclusive leadership goals. Feedback from IPEDGs is disaggregated.



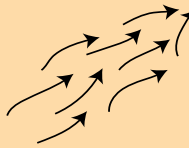
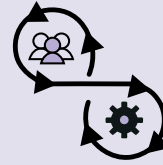
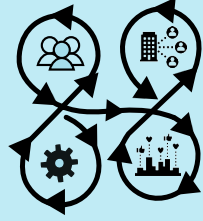
ORGANIZATIONAL REPRESENTATION

	 Aware	 Emergent	 Tactical	 Sustain	 Impact
Retention	Organizational retention rates of IPEDGs are not a focus at this time.	Organizational employee retention rates have been reviewed for IPEDGs.	Strategic plan is in development to enhance employee retention for IPEDGs.	Strategic plan has KPIs to improve employee retention for IPEDGs	Organizational retention rates for IPEDGs in leadership are comparable to dominant groups due to strategic plans and KPI.
Pipeline	Recruitment does not yet have a set process.	Recruitment is limited to existing processes, relying on meritocracy ; the “ pipeline problem ” may justify a lack of diversity.	Recruitment processes are reviewed reactively with limited changes, often driven by legal requirements.	Recruitment processes are critically evaluated to challenge meritocracy and counter “ pipeline problem ” justifications.	Recruitment process is reviewed annually and identifies practices that enhance equity and inclusion.
Organization profile	Data collection goals related to the composition of the organization have not yet been set.	Data collection goals related to the composition of the organization have been set.	An assessment of the organizational composition has been completed.	An organizational diversity profile has been developed due to a full assessment.	Organizational diversity profile that has been developed due to a full assessment is shared internally and externally.
Employee Experience	Employee experiences are not collected formally.	Regular, confidential surveys are used to gain employee perspectives on EDI matters and experiences with EDI interventions.	Data from regular, confidential surveys is analyzed using disaggregated demographic data.	Data is collected through qualitative methods, supplementing data from regular, confidential surveys, and analyzed using disaggregated demographic data. Surveys query for impact of EDI interventions.	Real-time, two-way communication complements qualitative data and regular, confidential surveys. Data analysis integrates intersectionality. Employment experiences show year over year improvement of impact.



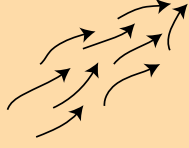
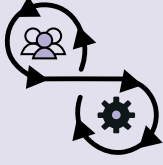
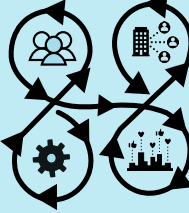
DESIGNATED EDI INFRASTRUCTURE

	 Aware	 Emergent	 Tactical	 Sustain	 Impact
EDI structures	EDI structures and groups have been assessed and identified.	EDI committee has been established with representation from IPEDGs.	Feedback from EDI committee is solicited by the leadership team.	EDI committee is meaningfully involved in identifying EDI challenges and recommendations in policies and practices.	Leadership centers ongoing engagement with IPEDGs when making EDI-related decisions and strategies and strives to include as many identities as possible. Communication about EDI related decision-making is transparent.
Leadership and EDI	Leadership does not yet discuss EDI issues in meetings.	Leadership discusses emergent EDI issues, for example, challenges at the organization, or in response to global events.	Leadership has dedicated agenda items relating to EDI topics for about half of its meetings.	Leadership has dedicated time relating to EDI in every meeting, with set action items and follow-up on prior action items.	Leadership communicates the progress on EDI agenda items in meetings internally and externally.
EDI consultation-external partners in EDI	Leadership has not yet drafted formal EDI-related strategies.	Leadership does not consult with EDI specialists when designing EDI-related strategies.	Leadership consults with EDI specialists when designing some aspects of their EDI-related strategies, but mostly makes decisions internally.	Leadership consults with EDI specialists for all EDI-related strategies.	Leadership consults with EDI specialists for strategies and decisions beyond EDI to ensure EDI is baked into leadership actions and organization product, service, and/or experience.



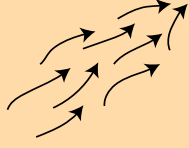
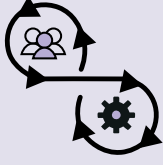
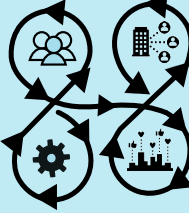
DESIGNATED EDI INFRASTRUCTURE

	 Aware	 Emergent	 Tactical	 Sustain	 Impact
EDI engagement- IPEDGs	Leadership does not yet make formal EDI-related decisions.	Leadership does not consult with IPEDGs for feedback on EDI-related decisions.	Leadership engages with some IPEDGs when making EDI-related decisions, but is limited to one or two types of identities and/or there is limited opportunities for IPEDGs to validate and engagement is not authentically considered in decision making.	Feedback from IPEDGs to leadership informs all EDI-related decisions.	Leadership centers ongoing engagement with IPEDGs when making EDI-related decisions and strategies and strives to include as many identities as possible.
EDI goal setting	EDI goals have not yet been set.	EDI goals have been set.	EDI goals have broad timelines associated with them.	EDI goals have specific timelines and Key Performance Indicators (KPIs).	Progress on EDI goals, their timelines, and KPIs are shared internally and externally.
EDI feedback loop	Feedback on EDI is not solicited.	Structured feedback on EDI collected through surveys, focus groups, etc. Immediate concerns are responded to.	Leaders actively seek out EDI feedback. Responses are proactive and focus on addressing systemic challenges.	EDI feedback is embedded in routine practices, ensuring dialogue between leaders, employees, and the EDI committee. Feedback is integrated into decision-making and policies.	EDI feedback is routine and drives an iterative approach to improving decision-making and policies.

POLICIES, PROCEDURES, AND PRACTICES

	 Aware	 Emergent	 Tactical	 Sustain	 Impact
Advancement	Leadership opportunities are provided to team members on an ad-hoc basis.	Policies have been established to provide leadership opportunities to team members.	Strategy has been developed around leadership and advancement opportunities, focusing on IPEDGs.	Mentorship and sponsorship programs are in place to cultivate leadership skills and advancement of IPEDGs.	Advancement of IPEDGs is comparable to dominant groups within the organization. IPEDGs report being supported to advance to desired roles.
Self-ID	Voluntary Self-Identification (Self-ID) data is not collected.	Goals have been set to create avenues of self-ID in applications, profiles, and/or surveys.	Self-ID opportunities exist in applications, profiles, and/or surveys.	Self-ID data is compared to the general population, and findings are shared with leadership.	Self-ID data is compared to the specific organizational geographic context, with intersectionality in mind . Findings are shared with the broader organization and publicly.
Policies and Procedures	Policies, processes, and practices are not reviewed with EDI lens.	Policies, processes, and practices are reviewed for inclusivity and bias, but changes tend to be limited or based on legal requirements.	Policies, processes, and practices are reviewed regularly, ensuring that diverse perspectives and feedback is gathered.	Policies, processes, and practices are reviewed regularly, centering feedback from IPEDGs.	Policies, processes, and practices are systematically refined, adapting to evolving EDI standards and feedback from IPEDGs.
Benefits and Perks	Benefits and perks are not reviewed.	Benefits and perks are reviewed, identifying areas for greater inclusivity and enhancement.	Benefits and perks have been reviewed and enhanced to support the needs of a diverse workforce.	Feedback from groups experiencing marginalization is centered on refining and optimizing workplace benefits and perks.	Benefits and perks program is agile, and able to respond to emergent EDI standards and employee needs.

POLICIES, PROCEDURES, AND PRACTICES

	 Aware	 Emergent	 Tactical	 Sustain	 Impact
Fair compensation	Compensation has not been reviewed.	A compensation review is planned, but not yet completed.	Compensation has been reviewed to identify and rectify pay gaps for IPEDGs.	Compensation is regularly reviewed and adjusted to ensure that compensation remains equitable for groups experiencing marginalization.	Results of regular Compensation reviews are shared internally and externally and ensure that gaps in compensation are addressed.
Learning	No EDI-specific workshops or training is offered.	Organization has hosted a one-off EDI-specific workshops or training.	EDI education is provided regularly to the organization.	Leaders have integrated EDI education into onboarding process and ongoing team education.	All team members have completed role-specific EDI training.
Harassment	Organization has a policy for harassment and discrimination, but it is limited to legal requirements.	Harassment and discrimination policies have been reviewed to ensure that they are easy to understand and accessible.	Regular training sessions based on existing policies are provided, focusing on recognizing, addressing, and preventing harassment and discrimination.	In addition to regular training sessions are supplemented with a confidential method of reporting harassment and discrimination.	Feedback is gathered and used to refine policies, training, and reporting methods for harassment and discrimination.

Key Terms

50 – 30 Challenge: An initiative to encourage Canadian organizations to increase their representation of women and/or gender-expansive people, Indigenous Peoples and other members of equity-deserving groups in boards and senior leadership.

Diversity: A relational concept examining the composition of teams and organizations and measured on a collective whole. An important distinction is that an individual person is not “diverse”, but teams and organizations must be.

EDI (Equity, Diversity, and Inclusion): A framework of principles and practices that aims at creating a work environment wherein all people are treated fairly and respectfully and have access to advancements and opportunities.

Equity: A principle that ensures that people have access to the same opportunities, resources, and treatments, irrespective of their background, lived experiences, and characteristics. Equity-focused initiatives understand that individuals come from unique places and thus may require different levels of support to achieve similar outcomes.

Inclusion: A term that relates to the quality of the experience designed for people, whether in their teams or organizations, as well as the services provided.

Indigenous Peoples: We use Indigenous Peoples as an umbrella term for groups with a special constitutional relationship with Canada, including treaty rights. The Government of Canada recognizes Indigenous self-government and has committed to a nation-to-nation relationship with First Nations, Inuit, and Métis Peoples.

IPEDG (Indigenous Peoples and Equity-Deserving Groups): A term to capture groups often underrepresented in organizations, particularly on boards and senior leadership. Includes Indigenous Peoples, Racialized people, Black people, and/or people with disabilities, 2SLGBTQ+ people, and more.

You can learn more about inclusive language and community terminology by checking out our [Inclusive Language Guides](#).