

# REIMAGINING THE EMPLOYMENT EQUITY ACT

## Black Community Voices



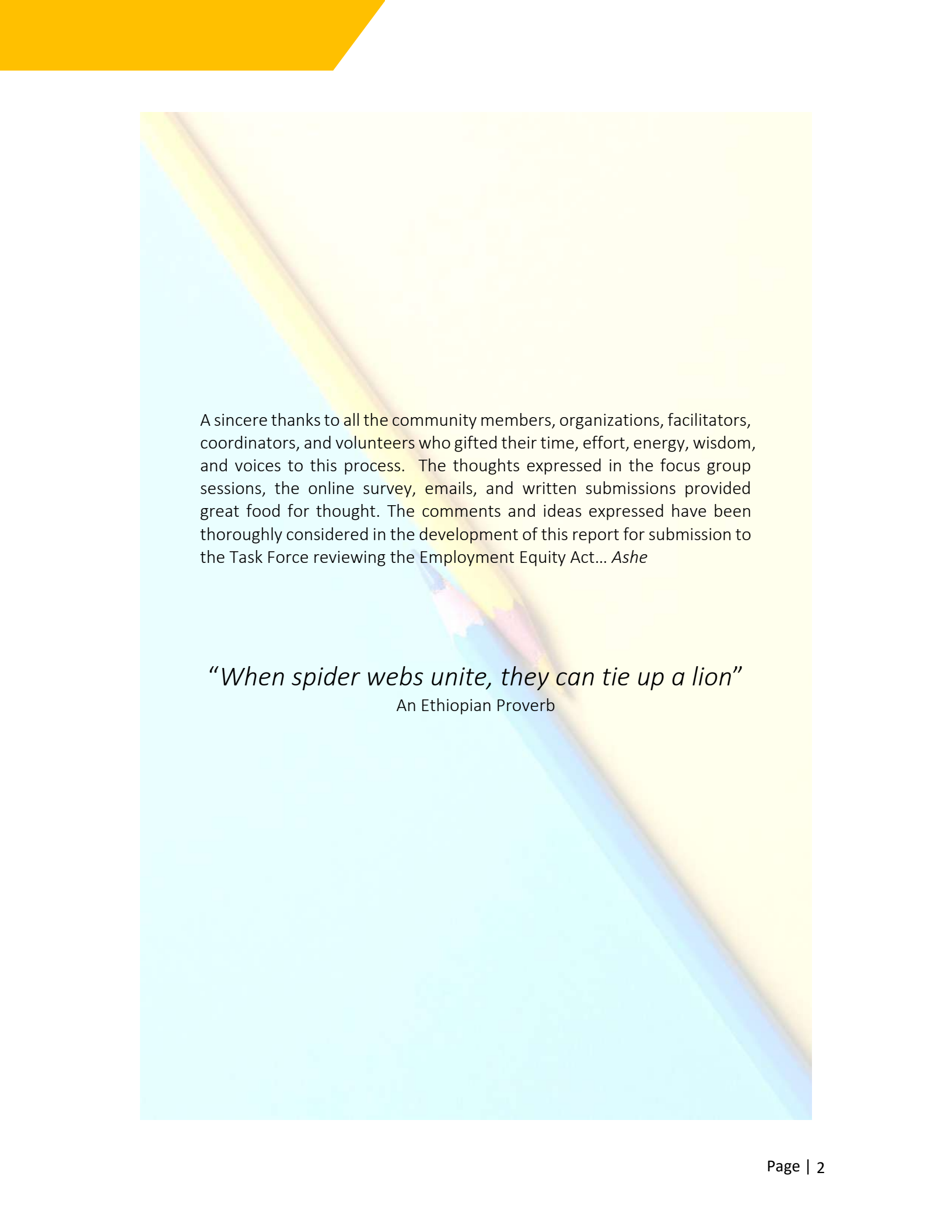
# REIMAGINING THE EMPLOYMENT EQUITY ACT: BLACK COMMUNITY VOICES



Prepared by  
**Harvi Millar Ph.D., P.Eng.**  
Management Technologies Nova Scotia  
Sobey School of Business  
Saint Mary's University

Prepared for  
**Africa Center**  
**Black Business Initiative**  
**Group 3737**  
**Tropicana Community Services**

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*“When spider webs unite, they can tie up a lion”*

An Ethiopian Proverb

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## Acknowledgements

We acknowledge that we inhabit the lands of Indigenous peoples in Canada and that the lands are unceded territories.

We acknowledge that people of African descent have been in Canada since the late 1700s. Many were brought against their will by both the British and the French colonialists. Africans faced the brutality of slavery in various forms of abuse, including sexual, mental, physical, and economic, among others. We acknowledge that the legacies of slavery in Canada have contributed to a culture of Black inferiority, Black subjugation, white supremacy and white hegemony that persists today.

We acknowledge that Africans, Afro-Caribbeans, and Afro-Latin Americans came to Canada seeking a haven across the seas for themselves and their families, investing in the dream of a brighter future.

We, therefore, acknowledge the willing, as well as the forced contributions of our ancestors and fore-parents, who braved many hardships to create a better place for us and their work to build this country called Canada.

We acknowledge all of the participants, organizations, facilitators and coordinators and volunteers who made this research project and this resultant report possible.

We acknowledge the Federal Government's contribution in providing the funding to ensure the voice of the Black community across Canada was brought to bear on the review of the EEA.

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## Glossary of Terms

AR	Achievement Rate
BBI	Black Business Initiative
EDIA	Equity, Diversity, Inclusion, and Accessibility
EDI	Equity, Diversity, Inclusion
EEA	Employment Equity Act
EDG	Equity Deserving Groups
ESG	Equity Seeking Groups
FCP	Federal Contractors program
FRE	Federally Regulated Entity
LEEP	Legislated Employment Equity Program
LMA	Labour Market Availability
WORBE	Workplace Opportunities – Removing Barriers to Equity

## Executive Summary

This Report documents a series of recommendations to the Task Force appointed in July 2021 to lead a review of the Employment Equity Act (EEA). The Report responds to the direct solicitation of the perspectives of the Black community across Canada. It leverages their workplace experiences and aspirations for equality. The mobilization of diverse Black Canadian voices was facilitated by four intermediaries and managed through targeted focus group discussions, a mass appeal online survey, and a call for written submissions. This approach garnered responses from the black community in general, Black Professionals working in the equity, diversity and inclusion (EDI) field; Black persons with disabilities; Black women; the Black LGBTQ2+ community, public service employees at all levels of government; and public service union workers or affiliates. The mobilization was managed by the Africa Centre operating out of Alberta; the Black Business Initiative (BBI) operating out of Nova Scotia; Groupe 3737 operating out of Quebec; and Tropicana Community Services operating out of Ontario.

The Task Force generated four areas of interrogation about the EEA, which formed the basis of fact-finding from June 21 to 30, 2022. The social research agenda was framed to interrogate the extent to which compliance, responsibility, and accountability exist in the execution of the Act based on Black Canadians' workplace experiences and relative to their internalization of "equity" as guaranteed in a legally binding rights-based context. As such, Black Canadian respondents localized their experiences and aspirations for the Act in the following contexts:

- Area 1 - The definition and possible expansion of the designated groups under the EEA;
- Area 2 - Leading practices to better support equity groups.
- Area 3 - Ways of improving accountability, compliance, and enforcement; and
- Area 4 - Ways of improving public reporting to enhance public conversation around equity, diversity, and inclusion in workplaces

The consensus view from the data is that Black Canadians cannot locate themselves in the equity agenda proposed under the EEA. This consensus zeroed in on the anti-Black racism affecting, with acknowledged nuances and variations, the economic participation of black Canadians born in Canada with legacies dating back to the 1700s and that of immigrants from Africa, Afro-Caribbeans, and Afro-Latin Americans. The findings coalesced into a call for the inclusion of "Black Canadians" among the designated groups identified in Section 3 of the Act. The Task Force was charged in its revision of the Act to:

- Establish demonstrable proof that issues of black Canadians are factored into employment equity within a rights and assets-based approach.

- Take action to standardize frameworks and measurements (applicable minimum standards) for *employment equity in practice*, so employers' compliance and accountability are neither exclusionary, optional, nor arbitrary.
- Locate EDI provisions explicitly within the elimination of anti-black racism, accounting for the realities of black diversity in the workforce. We note this specificity approach could be beneficial to the circumstances of all visible minorities
- Require the integration of trauma-informed approaches to HR practices in response to historical and aggravated anti-black inequality in employment practices and work environments. We note this approach is beneficial to all visible minorities.
- Influence a dedicated training plan for all employers and staff – an agreed curriculum that focuses, among other things, on eliminating anti-black microaggressions. This training, modulated for management, supervisory, and general staff, should be mandatory and required at prescribed intervals. We note that this training curriculum can integrate the cultural sensitivities of all visible minorities and is beneficial to a healthier and more productive workplace.
- Provide more comprehensive training and knowledge resources for the positive mobilization of the Act within the Black community
- Require the collation of race-disaggregated data on complaints/offences/ breaches of the Act (by category) and remedial actions as part of a longitudinal approach to measuring employment equity and the further necessary adjustments for Black Canadians to achieve tangible equity.

The EEA needs rebranding and rescoping as a relevant and enforceable statute prescribing standards and sanctions relating to *employment equity*, whose terminology and contexts in the workplace are defined. An implementation plan or schedule under the Act should mandate minimum compliance standards, reporting and redress criteria. Most importantly, the revision exercise must more deliberately intersect employment equity with racial discrimination to weed out anti-Black practices and the perpetuation of systemic inequality. This recommendation implies an essential pivoting in scope and measures to eliminate anti-black racism in the context of the Leave No One Behind (LNOB) principle.

As such, it is recommended that the EEA establish a discrete agency separate and apart from the Treasury Board and the Canadian Human Rights Commission to provide oversight to the Act, including a credible system of recourse and remedy for persons wronged by anti-black employment discrimination.

## Context

On July 14, 2021, the Honourable Filomena Tassi, Minister of Labour, launched the Employment Equity Act Review Task Force. She appointed Professor Adelle Blackett as chairperson to lead the review, working collaboratively with vice-chairpersons Professors Marie-Thérèse Chicha and Dionne Pohler and ten members.

She mandated the Task Force to undertake a comprehensive review of the Employment Equity Act (EEA) framework and its supporting programs, including the Legislated Employment Equity Program (LEEP), the Federal Contractors Program (FCP), and the Workplace Opportunities – Removing Barriers to Equity (WORBE) initiative, and to advise the Minister of Labour on how to modernize and strengthen the federal employment equity framework.

The Employment Equity Act was amended in 1995. Amendments introducing pay transparency reporting under the Employment Equity Act and Regulations came into force on January 1, 2021. This is the first comprehensive review to have been launched since the Employment Equity Act's initial entry into force in 1986.

The Task Force will focus on improving and building upon the foundation of the Act, with attention to:

- Area 1 - The definition and possible expansion of the designated groups under the EEA;
- Area 2 - Leading practices to better support equity groups.
- Area 3 - Ways of improving accountability, compliance, and

enforcement; and

- Area 4 - Ways of improving public reporting to enhance the public conversation around equity, diversity, and inclusion in workplaces.

To ensure inclusivity, the Task Force solicited the perspectives of the Black community across Canada. The mobilization of Black Canadian voices was facilitated by four intermediaries: the Africa Centre operating out of Alberta; the Black Business Initiative (BBI) operating out of Nova Scotia; Groupe 3737 operating out of Quebec; and Tropicana Community Services operating out of Ontario. The Task Force provided a series of questions that addressed the four areas of interest under the review.

## Mandate

The mandate of the Intermediaries included:

1. Conduct open and thorough consultations within the Black community ensuring that the voices of different constituencies with the Black community were heard
2. Analyze the data obtained from the consultations to provide recommendations for improving the act. In particular, the recommendations should consider the four key areas (articulated above) which are of interest to the Task Force
3. A final report to be submitted to the Task Force by July 15, 2022.

## Approach

The four intermediaries (Africa Centre, BBI, Groupe 3737 and Tropicana Community Services) agreed to a research process which would be predominantly virtual to consult the widest audiences within a very narrow time window. Management Technologies Nova Scotia was hired as the lead consultant to design the data collection instruments for the focus group sessions and the online survey. To accommodate time zone differences and to organize recruitment efforts, the country was divided into four regions. Mobilization was a national effort while each intermediary managed the facilitation of focus groups in their respective regions. The Africa Centre of Alberta facilitated British Columbia, Saskatchewan, Alberta and Manitoba, Tropicana Community Services facilitated Ontario. Groupe 3737 facilitated Quebec, and the BBI facilitated the Atlantic Canada region. The data collection strategy included 1) virtual focus group sessions held across Canada, 2) an online survey, and 3)

write-ins from individuals. Each organization engaged a project coordinator and one or more focus group facilitators.

## Process Map for the Legislative Review

Our process map for the legislative review included several phases shown in Figure 1. The phases involved: 1) planning for the review – establishing the operational framework, roles and responsibilities, meetings schedules, and the communication framework; 2) desk research on employment equity in Canada and internationally; 3) stakeholder consultation/engagement to obtain the perspectives of Black Canadians; 4) analysis of the data obtained to identify themes; 5) deduction of the core factors that must be addressed to ensure Black can thrive in the workplace; 6) the generation of recommendations for enhancing the Act; and 7) the evaluation of the recommendations to identify the best candidates for submission to the Task Force.



Figure 1. The process map for the review of the EEA

## Our Engagement Process

Our approach subscribed to the Afrocentric principle of ensuring the centrality of Black Canadians in examining the Act and its supporting programs. This approach embraced intersectionality experiences inclusively to generate observations and recommendations that create agency for Black Canadians in their diversity. Focus group sessions accordingly targeted: Black Professionals working in the equity, diversity and inclusion (EDI) field; Black persons with disabilities; Black women; Black LGBTQ2+ individuals; public service employees at all

levels of government; public service union workers or affiliates; and the Black community in general. The online survey solicited participation through a mass mail out to the Black community across the country. The online survey and the focus groups ran concurrently. Individuals had the option to participate in one or both engagement channels. Participants were encouraged to write in their thoughts as well as respond to the online survey.

The core of our engagement process is summarized in Figure 2.

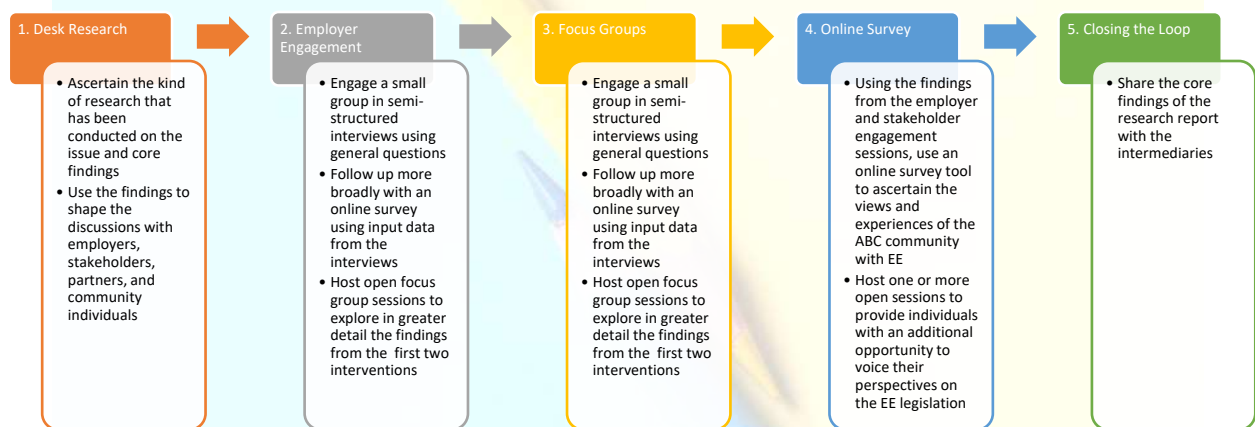


Figure 2. Our engagement process

## Research customization

The Task Force provided guiding questions that were used as the foundation for the focus group questions but modified where necessary to align them with the respective target groups. In particular, the questions were adapted to focus on the experiences of Black Canadians and not the general population. The objective was to obtain data that would lead to recommendations that specifically spoke to the interest of Black Canadians. The guiding questions used for each target group can be found in Appendix 1.

The online survey design used a Likert Scale methodology to solicit participants' level of agreement with a series of statements. This design allows for quantification of the responses and the opportunity to search for patterns linked to intersectionality.

The analysis of the focus group data was done using online text analysis tools in addition to manual inspection of the responses. The data from the online survey was analyzed using both Excel and SPSS software. The data is presented in Appendix 2. The key findings from the data are shown in the sections that follow.

## Report Format

The analysis and recommendations that follow stem from the data obtained from the focus groups, the online survey, written submissions, emails, the literature review, and our internal review of the Act and its supporting programs. The primary data sources are as follows:

1. 33 focus group sessions were conducted from June 21 to July 13, 2022. The total number of registrations across the country was 384. Not every registrant attended the focus group sessions. Five focus group sessions were held in Ontario; 8 in the Maritimes (Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland, and Labrador); and 7 in Western Canada (British Columbia, Alberta, Saskatchewan, and Manitoba)
2. 358 online surveys were completed over seven days.

Using the data collated, we firstly extrapolated a set of core principles/values that we believe the Act must reflect, followed by specific recommendations under each of the four areas of interest to the task force. Finally, we offer additional suggestions beyond the four areas of concern to further enhance the Act.

### Core Terminology and Values

Weighing the intensity and relevance of lived experiences and user feedback on factors that propel and impede “employment equity” as a human right and intrinsic wellbeing construct, we propose a

set of core terminology and values that the Act should reflect. Taken together, the intention is to posit the Act as an enabler of asset-based employment equity that benefits all Canadians, regardless of colour or other visible or invisible differences, using the productive talents of diverse Canadians, all equally authentic and valued.

**A**nti-Black Racism: The Act must define, acknowledge, and make provisions that eliminate anti-black discriminatory employment practices. This principle is recommended in light of historical economic, social and legal antecedents establishing anti-black racist systems and cultures. It implies an essential pivoting in scope and measures to eliminate anti-black racism in the context of the *Leave No One Behind* (LNOB) principle.

**B**lack Flourishing: This term which appears in the Scarborough charter<sup>1</sup> has profound relevance for Black Canadians in the world of work. Post-secondary institutions are places of employment. Hence, we adopt the principle for federally regulated organizations. Adapting the principle, we propose that *employers must play a pivotal role in redressing anti-Black racism by removing structural barriers to equity, inclusion, and social justice, with full recognition of our intersectional identities, while embracing the innovative HR business practices that foster the recruitment, development, advancement, and retention of Black employees towards substantive workplace equality, human dignity, and sustainability.*

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<sup>1</sup> [The Scarborough Charter](#)

**E**quality vs Equity: The Act must acknowledge the link between equality and equity, which are not to be conflated as the same concept. Equality in the workplace for Black Canadians is the ultimate goal. It should be seen both as a human rights issue and as a precondition for and indicator of sustainable people-centred development. However, the historical marginalization of Blacks in Canada through both overt and systemic racism necessitates interim measures to mitigate the gap between where Black employees are and where they ought to be if there was no anti-Black discrimination. These measures should be designed so that their actual impact and effect are felt in the lives of Black Canadians.

**E**conomic Justice: The historical and persistent harm that has been meted out to Black Canadian employees has caused sustained trauma and in some cases, multi-generational trauma, with associated negative social and economic wellbeing impacts. This harm has led to Black employees undervaluing their worth, second-guessing their abilities, and in many cases accepting jobs/positions far below their capabilities. The persistence of the race-based pay gap suffers, further compounded for women and black PWDs, means millions to billions of dollars in lost capital to Black individuals and their communities. As such, redress for harmed Black employees must be viewed as reparatory economic justice.

**I**ntersectionality: The over-aggregation of the Act in its categorization of groups is a critical factor weakening its applicability and value to those who need it the most. The Act must acknowledge the different ways in which people experience workplace

discrimination. Factors such as race, gender, class, and religion all intersect and the experiences at the intersections differ. Hence the Act must resist oversimplification for expedience.

**H**uman Rights: The Act must acknowledge the rights of all individuals but recognize that all individuals do not experience these rights equally. Hence the Act must promote and enforce equal rights for all individuals regardless of status, race, class, gender, sexual orientation, religion, etc., and the express linkage to recourse and justice in the event of abuses of rights guaranteed under the Act.

**L**abour Rights: The act must embrace the ILO labour rights principles of the elimination of discrimination in respect of employment and occupation; and the provision of a safe and healthy working environment for all employees.

**I**mpact: The impact of the Act must not reflect asymmetry. All equity deserving groups must be impacted by the act in a manner proportionate to their need. As such, the Act will have to make differential provisions reflecting the relative disparities among the groups.

**T**ransparency: For the Act to be effective, the actions of employers must be transparent. Consequently, reporting on several metrics and the disaggregation of the metrics by race, gender, sexual orientation, etc., must be imperative.

**A**ccountability: To hold employers accountable, the Act must promote accountability. Employers needs to

be provided with the tools to support accountability and must be sanctioned for non-compliant behaviour.

**E**nforceability: Provisions in the EEA must be enforceable in order to drive compliant behaviour on the part of employers.





## PART I: RECOMMENDATIONS

## Overview

The recommendations presented in this section of the report provide a combination of prescriptions, guidance, and principles when considered in totality, can have a significant positive impact on the work lives of Black employees. The recommendations emanate from several *thought streams* that include the suggestions from individuals who participated in the focus group meetings and the online survey; ideas from desk research on employment equity; ideas from our analysis of the act and its provisions; ideas from our review of the supporting programs such as the FCP, WORBE, and LEEP; ideas linked to our understanding of the critical success factors that drive Black flourishing in the workplace; and ideas that are spurred by our knowledge of human resource management best practices. Our thought process is also guided by some frameworks that create structural logic while allowing the flexibility of creative thinking. These frameworks are briefly presented here.



Figure 3: A Logic Model for Driving Change

Figure 3 argues that using best practices for equity and diversity in the workplace, enshrining these practices in EE legislation, coupled with a system that fosters compliance, will lead to substantive improvement in the state of equality in the workplace.

Figure 4 recognizes the reimagining of the Act as a design process. Hence a design innovation framework can offer a systematic way of examining and reshaping the Act. The framework is predicated on four key questions: 1) What is; 2) What if; 3) What wows, and 4) What might work. What is examines the current state and articulates what currently obtains in EE practice. What if explores the removal of boundaries to see what is possible. What wows must focus on what would create real and lasting gains for Black employees that will catalyze workplace happiness. What might work takes a pragmatic view of the legislative options to develop recommended solutions.

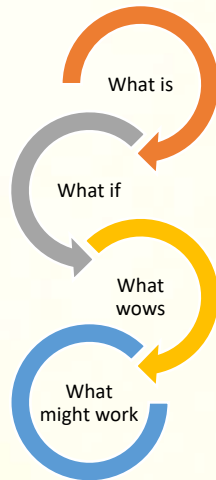


Figure 4. A Design Innovation Framework

Figure 5 shows the interconnections between the success of Black employees and the frameworks (that can impact it, thereby constituting an employment equity ecosystem. Black excellence in employment (Black flourishing at work) can be impacted by the provisions in the Act and the actions undertaken by employers. The actions taken by employers can be compliance-driven as well as voluntary actions linked to the employer’s commitment to best business practices. The effectiveness of the Act requires support from an accountability framework. The accountability framework also plays a role in driving the desired behaviours on the part of the employer. The interactions between the various components or levers lead to a particular set of outcomes for Black employees. These outcomes can be compared to the tenets of Black excellence in the workplace. Where gaps between the two, diagnostic studies can be performed to identify weaknesses and ultimately strengthen the ecosystem. Employers are supported by WORBE. The Act is supported by the FCP and the LEEP.

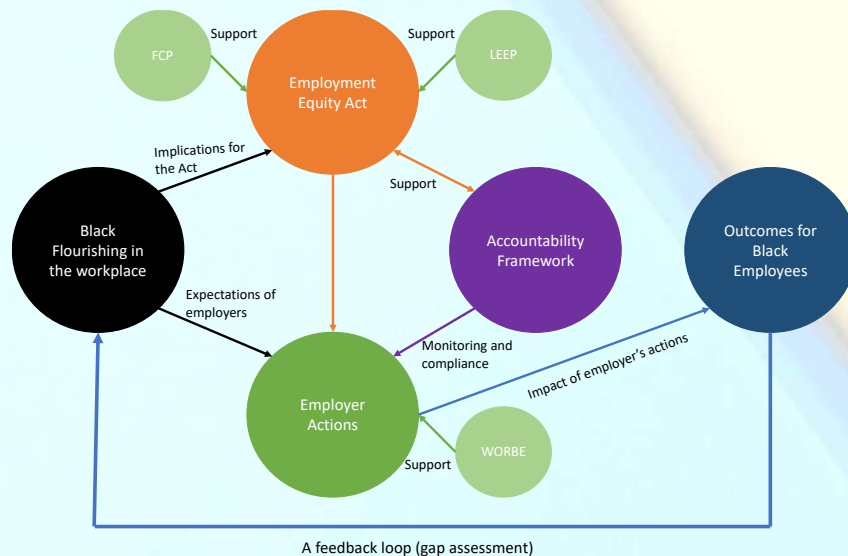


Figure 5. An Employment Equity Ecosystem

## Black employees flourishing

The term Black flourishing appears in the Scarborough Charter, a document authored by the EEA Review Task Force Chair, Professor Adelle Blackett of McGill University. The Scarborough Charter on Anti-Blackness and Black Inclusion in Canadian Higher Education represents a framework of actions that need to be taken to improve conditions for Black students, staff and faculty at Canadian colleges and universities. In the charter, the concept of Black flourishing is introduced as the *“fulsome realization of human potential and thriving.”* It purports that universities *“play a pivotal role in redressing anti-Black racism by removing structural barriers to equity, inclusion and social justice, with full recognition of our intersectional identities, while advancing the innovative research, critical thinking and engaged dissemination of knowledge that foster substantive equality, human dignity, and sustainability.”*

Given that educational institutions are employers, the concept of Black flourishing applies equally, without the need for amendment, to any workplace. The actions taken to achieve Black flourishing, however, may differ depending on the employment context. We are of the view that the EEA must facilitate Black flourishing and Black excellence. In the figure below, we highlight (not exhaustively) a set of attributes that we believe reflect Black flourishing. Black employees have full citizenship and access to all rights and freedoms, including the right to equal work for equal pay and fundamental human rights, and are not treated as second class; they can work free of racism and harassment and show up authentically; they can self-actualize and can aspire to great heights and be supported; they can contribute meaningfully to the organization in accordance with their talents; they are respected as all human beings should be and are appropriately represented and reflected throughout the workplace. Black employees need to see their reflections in the workplace without needing a mirror.



Figure 6. A Model of Black Flourishing

## Summary of the Recommendations

The recommendations are organized under five key headings: 1) Overarching; 2) Expanding designated groups; 3) Supporting equity deserving groups; 4) Improving accountability, compliance and enforcement; and 5) Improving public reporting to enhance the public conversation around equity, diversity, and inclusion in workplaces. We note that some of the recommendations speak directly to the Act and, as such, can influence the provisions in the Act. Some recommendations reflect sound advice to employers and can form part of a resource guide. Finally, a few of the recommendations speak to Black employees.

Under each heading, we identify the key questions adapted from the consultation guidelines provided by the Task Force. The questions were adapted to focus on the voices of Black Canadians. We then cluster the recommendations into three groups: recommendations for the Act, employers and individuals.

### Overarching/Crosscutting Recommendations

#### Questions Considered

- 1 What role must the EEA play in addressing the under-representation of Black Canadians in certain labour markets?
- 2 What Black-positive equity and anti-Black racism measures are necessary to support equality for Black employees?

#### Principles and Recommendations for Strengthening the Act

- EEA must manage a system-wide program of information and education on all aspects of the Act
- To strengthen compliance with the Act, establish an expert panel of Black Canadians to roll out an action plan/accountability framework for the EEA with a strong focus on resources, terminology, and templates that emphasize and promote monitoring, evaluation, accountability, and learning (MEAL) for transition into employment equity.
- The Act must establish clear unambiguous definition of anti-Black racism in the workplace in its section on definitions
- The EEA must be more deliberate in identifying anti-Black racism in practice and scope, so employers' compliance and accountability are neither exclusionary, optional nor arbitrary.
- The Act must establish clear unambiguous criteria for measuring the prevalence of anti-Black racism in the workplace
- The Act must establish a clear definition and scope for “employment equity”
- In designating a separate category for ‘Black Canadians’, ensure that Black Africans, the Afro-Caribbean, Afro-Latino and other immigrants of African descent are appropriately integrated in the final wording.

- Ensure an iterative and longitudinal discrete approach to assessing black inclusion and access in the workplace, eliminating barriers, and applying strategic equity measures (substantive equality)
- The EEA should consider how work environments promote equality in tenure and opportunities even when a firm has only one black employee.
- Diversity /anti-black racism provisions must account for the realities of black diversity in the workforce- women, immigrants, etc.
- A special panel should evaluate deliberate and implicit punitive consequences of the accreditation of international credentials (from developing nations or non-Canadian degrees) on black hirings and workforce upward mobility.
- Rescope and rebrand the EEA as a relevant and enforceable statute prescribing standards and sanctions relating to employment equity, whose terminology and contexts in the workplace are defined. An implementation plan or schedule under the Act should mandate minimum compliance standards, reporting and redress criteria.
- The spirit and scope of the Act must allow employers to be fair, transparent, and pro-equity in the recruitment, hiring, retention and flourishing of black employees.
- In Part I Section 5 (a), the Act must enumerate what constitutes employment barriers against persons in designated groups. This creates greater transparency for all. It allows employers to know what is expected of them; employees to know what barriers needs to be eliminated and as such are in a better position to levy legitimate complaints when such barriers are not addressed by an employer; improved reporting of efforts focused on removing barriers; and improved compliance audits.
- The Act in Part I Section 5(b) must identify the scope of reasonable accommodations and not leave it up to employers to determine what is reasonable. This level of vagary impedes the Act.
- The Act in Part I Section 6(a) must define what is meant by “undue hardship to the employer” and provide clear guidelines for evaluating what constitutes undue hardship. This lack of specificity allows employers to define undue hardship on their terms thereby providing them with an “escape clause” and in so doing, severely weakening the Act.
- While the concept of merit appears to be universally understood, the basis of merit has no standardization. The basis of merit has much scope for objective and subjective factors allowing employers to easily justify discriminatory practices argued based on “merit”. The Act in Part I Section 6(c), therefore, must define what merit means in the context of the workplace.
- Seniority rights sect 8 (1) in many cases are employment barriers, particularly when it can be argued that the profile of seniority in many organizations was predicated on

*“There is a whole negative association and tokenism around equity/affirmative hires that impede our progress”*

discriminatory hiring practices in the first place. To date, the demographic profile of seniority in most workplaces is heavily skewed towards white males.

- The Act should require all federally regulated entities, including the public service to become ISO 30415 certified. ISO 30415 is a new human resource management standard on Diversity & Inclusion.
- The Act must require FREs to demonstrate that their HR policies align with the Act.
- The Act should require that all FREs should have a designated position for Employment Equity Audit and Compliance Officer reporting to CEO. This position goes beyond simply being an advisor to the CEO. This individual would function much like an internal auditor but focused on equity policies, processes and practices. An FRE may train their internal auditor (IA) to play that role as the IA has a measure of independence from the management structure.
- The Act should require all FREs to have a dedicated position focused on equity hiring. This should be particularly so for the federal public service.
- The Act needs some specificity around employers' obligations to promote representation and equality in the workplace. Currently, the Act is suggestive and not affirmatively prescriptive. There is a need for a better balance. The requirement that FREs must be ISO 30415 certified is a good start.

## Expanding Designated Groups Under the EEA

### Questions Considered

- 1 How should the EEA address the historic and systemic barriers faced by Black Canadian employees, as well as the persistence of anti-Black racism impacting equality in the workplace?
- 2 What is a compelling reason for identifying Black Canadians as a separate Equity-Seeking category?

### Recommendations for Strengthening the Act

- Designate Black as a separate category under the EEA. The Act should be explicit in what it means by a Black employee recognizing that the Black community is not a monolith.
- Promote a life cycle approach to black success and black flourishing from school through a smooth transition to work – *(note: this can be regarded as a best practice for employers – employers can be pushed to adopt best HR equity practices that promote Black success if the act requires compliance with such practices) (for federally regulated private companies this can support the establishment of a qualifying framework for federal contracts) – See clause 5(b) in the EEA.*
- The EEA must establish demonstrable proof that issues of black Canadians are factored into the equity agenda as a right and assets-based approach.

### A Compelling Reason to a Separate Category for Black Canadians


The following are some of the reasons provided by focus group participants for creating a separate category for Blacks.

- With the history of anti-Blackness in this country, the term “visible minority” does not adequately represent the barriers Black employees/organizations face. Lumping together of Blacks into this category ignores our own specific history and experience.
- Black Canadians experience racism differently than other visible minorities, such as Indian-Canadians or Chinese-Canadians.
- The Act must acknowledge the persistence of Anti-Black racism in society and in the workplace and that the current invisibility of Blacks in the structure of the equity categories is arguably a critical factor facilitating the persistence of anti-Black racism in the workplace. The fact that employers can meet compliance standards without ever having to employ Black Canadians is problematic. This situation prevents the Act from achieving its stated purpose “*to achieve equality in the workplace.*” To mitigate the continued discrimination of Blacks in the workplace, there must be a separate category for Blacks that will allow the issue of anti-Black employment discrimination to be readily identified and addressed.

*“The corporate view of diversity is ‘white women’ rather than all equity-deserving groups”*

- Statistics (such as police interactions) show blacks lived experience is different from other visible minorities.
- Blacks need more support than other BIPOC workers. Blacks are the visible minorities of the visible minority group.
- The struggle of Black Canadians of over 400 years must be noted as what the blacks have gone through since then to the present day, including in places like Nova Scotia, where many do not even have titles to their land.
- The complexity of anti-black racism not understood by other minorities: At a Union Conference, a similar motion was passed about Blacks having their own category, and a Latino person opposed it saying it would just be like a token. It shows that this person at the Union level cannot be an ally to black people.
- Black Canadians are racialized very differently than other POC. There is also a lot of anti-Black racism coming from POC communities.
- The visible minority category does not give an adequate picture of the status of Black Canadians - they tend to be lost in the data. For example, Black women make up less than 2% of the tech sector, but East and South Asians make up close to 25%
- Employers would hire POC and not Black employees if the list is not disaggregated.
- Look at Fed. Govt. response to UN Decade of People of African Descent and use that as a justification as it has been determined internationally. This can be used as a foundation
  - We can use that as a foundation; everybody knows some of the challenges there and the Declaration outlines some of those the Prime Minister of Canada also recognized that Declaration and agreed that anti-black racism exists in the country, and he looked at it from a historical point of view, which is what the United Nations Declaration asked countries to do like Canada
  - Look at the systemic issues transparently of anti-black racism. Black people are behind indigenous people and this includes: for the most incarcerated number, we have the poorest health, our children drop out of school, if they do get into university they don't finish, and if they do finish they don't go on to higher areas of academic programs, not going into good jobs, discrimination in employment, higher rates of poverty, no pay for equal work, black men income not increasing in 10 years, even when educated like others, not earning like others etc.
- Use things like what the federal government has done or is doing across the country; use all these anti-black racism statements that governments and institutions have put out. They show that something was wrong and needs to be fixed, otherwise, they wouldn't put out statements like those
- The pay gap; there is data that Statistics Canada has that illustrates this pay gap and this should be used
- Use the numbers for hiring and retention of black employees

- There is a lot of lumping and homogenizing with data, especially here in Canada and most of the data that we see, especially when they tried to analyze it on the systemic and structural level when we try to identify certain groups, seems to be white people on one side and then black indigenous and people of colour categories on the other side.
- Also, in the minority group groups as well, something we see very often is women. However, we do not specify through an intersectional lens whom we are categorizing as women and in terms of resource allocation. Maybe massive realization as well, what we see is the majority of the people that benefit from the resources and opportunities and have access, because there's a difference between access and opportunity, have access to those opportunities are primarily white women, so that's where the problem starts. If we contextualize our location as being a genocidal setback to our states, we need to start to reset the fulcrum, and we need to start with those most vulnerable, and these are the black and indigenous women
- There is no mechanism for ensuring equitable allocation of resources within those categories
- There seem to be two levels of disaggregation needed: one is to make blacks visible within the existing categories and then even among blacks, disaggregation between immigrants and indigenous blacks
- Disaggregate people of African Descent who have lived in Canada for 100s of years (indigenous)
- The contribution that the black people made to Canada even before it was a country as was noted at the opening of the session along with the acknowledgement of the land ownership by the Indigenous people is a compelling reason on its own
- The wording says Black Canadians but it should include African immigrants and other black immigrants as well who after the Asians make up, the 2nd largest immigrant group and therefore this would be another compelling reason to be identified as a separate equity-deserving category
- Consider the framing of the language - as people might have a different understanding of black Canadians.
- Black Canadians experience more discrimination and anti-black racism is more rampant therefore we should not be put together with other groups.
- We need data on Black employees - we know our experience anecdotally, but data is needed to keep track. The EEA has worked for other equity-deserving groups such as women and the 2SLGBTQ+ community, and it is largely because of data and the ability to track it.

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- When we talk about racism these days we talk very specifically about anti-black racism because in North America and elsewhere, in the diaspora, the historical reality of black peoples is unique to them and their history and has created unique hostilities and exclusions in this society for black people. This is unique for black people, not for dark-skinned people, not for immigrants but for black people, no matter where they come from. So, there is this thing called anti-black Racism, which is real and powerful, and it affects black people principally.
  - To simply group black people in with titles like minorities dramatically undermines the discourse around the unique challenges that people in this country have experienced just ignores that history.
  - White supremacists do not value blacks at all.
  - Black people do not need to self-identify. Our skin identifies us and makes us a target.
  - There is a history of slavery and anti-Blackness, and our current institutions continue to uphold this racism toward Black people.

## Supporting Equity Groups

### Questions Considered

1. What barriers do Black Canadians face in the workplace? How does Anti-Black racism manifest in the workplace?
2. What are the principal aspirations of Black employees? What does Black employees flourishing/thriving in the workplace look like?
3. What must employers do to enable Black employees to flourish/thrive in the workplace?
4. What role must the EEA play in promoting Black-positive equity measures toward equality in the workplace?

### Recommendations for Strengthening the Act

- Assign an independent Ombudsperson to review and pursue recourse for anti-black racism hindering employment equity.
- The EEA should require the integration of trauma-informed approaches to HR practices in response to historical and aggravated anti-black inequality in employment practices and work environments. EEA employer audits should prove adherence to minimum TIA /standards.
- Equip Black-led organizations to network, advocate and act more effectively on black equality and anti-racism recourses in support of federally regulated organizations.
- Recognize and reward organizations that promote diversity for blacks and blacks with other intersecting realities.
- Ensure employers' HR practices, staff development, and succession plans include mentorship and career mobility pathways appropriate to the needs and realities of black employees in their diversity.
- Make hiring and mobility process transparent and inclusive and strategic to reach the spaces and realities that the Black Community occupies.
- Associate black hiring with improved rights and access of qualified persons to hitherto closed of professions etc., and negative associations of quotas or handouts
- Establish a system of support and protection for whistle-blowers

### Recommendations for Employers

- Make hiring and mobility processes transparent and inclusive, and strategic to reach the spaces and realities that the Black Community occupies.
- Managers need equity targets as part of their performance management system. Recognition and reward should be encompassing the achievement of those equity targets.
- The Act requires managers enact equity-supporting policies. A system of designated positions should be used to achieve equity targets.

- Managers should implement annual training sessions on equity, diversity, inclusion, cultural awareness and cultural competence. All staff should undergo training as non-Black members of equity deserving groups also have negative views of Black Canadians
- Employers' EDI training should integrate education on eliminating microaggressions. This training, modulated for management supervisory and general staff, should be mandatory and required at prescribed intervals.
- Create deliberate spaces (organized by black and other affected visible minorities) to talk about and push black against anti-black racism as a driver of enhanced respect for diversity, equity, inclusion, and access.
- Create more safe, non-toxic spaces for open dialogue on the experiences of race and eliminate anti-race discrimination in the workplace.
- Establish/strengthen a system of informed and empowered diversity advocates in each organization
- Make all HR processes EDI-informed, monitored and evaluated
  - i. Make hiring and mobility processes transparent and inclusive, and strategic to reach the spaces and realities that the Black Community occupies
  - ii. Policies should be EDI-informed, monitored and evaluated. This requires standards and performance measures
  - iii. Associate black hiring with improved rights and access of qualified persons to hitherto closed of professions
- Support the curation of pro-black safe platforms and databases to create an equitable supply of black talents for labour demand
- Establish support groups to address the under-representation of black Canadians in certain labour markets (EEA)
- Educate employers on providing a culture for black employees to thrive and contribute devoid of harassment, discrimination, and other traumas.
- Create mentorship pathways for blacks.
- Integrate trauma-informed approaches to managing anti-black racism and other workplace discrimination
- Equip black people in the workplace to contribute more effectively to the formal and informal workplace equity, diversity and inclusion work agenda, ensuring appropriate representation for black gender, gender identities, and intersectionality concerns.
- Reserve leadership and decision-making positions for blacks
- Increase EDI awareness and training to all staff (standardized and specific to anti-black racism)
- EEA and employer plans should promote affirmative action. The EEA requires more defined linkages to human rights and anti-black discrimination laws.

*The EEA is really used as a manipulative tool, not for the benefit of the people who are supposed to be the protected classes...  
(focus group participant)*

- Establish awareness and appreciation for black worth and black historical contributions to mitigate against anti-black racism in general and employment equity abuses/discrimination.
- Manage strategically for black success through education and funding
- Implement special programmes/ training/ to get blacks required access and skills in underrepresented careers
- Find a mechanism to dedicate pro-Black funding for black businesses to employ more black people, e.g. The Decade of people of African descent is ending soon, and the funding for many of those programmes will end. Yet, this was helpful, for example, in going into black businesses that would also employ more black people.
- Integrate black-informed/sensitive office wear policies that disabuse stereotypes about appearance and associated and harmful linkages to performance
- Develop and detail clear information to minimize microaggressions black women and men face in the workplace.
- Establish mechanisms for equitable distribution of employment and opportunity – Black employment should be similar to the percentage of black people with education/skills/experience.
- Establish black-specific support and safe space / mechanism for Black employees to network, share and support each other, even in organizations with one black employee
- Intersect equity policy with racial harassment policy that speaks to anti-Black practices and perpetuating inequality
- Implement systems, e.g., blind resumes and other ways of reducing bias in the hiring process
- Implement a system for a fair assessment of international education/experiences/skills
- Ensure that promotion and upward mobility pathways are universally known, understood, and fair and equitable.
- Ensure diversity in race and gender in hiring panels
- Ensure family policies are inclusive, non-nuclear and non-traditional to integrate the realities of black women/ black people, such as sick days for the only nuclear family
- Train HR and all employees for diversity-informed/ sensitive co- functionality in the workplace.
- Establish specific baseline standards for training managers at all levels and all staff on working inclusively and respectfully with people of color, how to avoid microaggressions, etc. and other known triggers for abuse and discrimination.
- Mandate designated positions to help build representation.
- Develop HR policies that support Black women at work.
- Support scholarships/funding for women to move ahead with their education or to improve in their careers. Pay attention to areas where black women are underrepresented.
- Establish pathways for women into leadership positions

- Integrate black people widely in conversations about work equity and wellbeing
- Encourage organizations and branches of government to target particular sectors for investment in black education and training
- Provide funded leave for study in areas where Black Canadians are underrepresented within the organization
- Utilize WORBE funding to establish cohort programs at the college or university level that will create a supply of ready talent for hire. This move is supported by the provision in the Act that requires FREs to undertake positive measures to increase representation or underrepresented groups. The Equity Audit & Compliance officer at the FRE can collaborate to create joint opportunities that benefit both the institution and the FRE.

## Improving accountability, compliance, and enforcement

### Questions Considered

- 1 How can the EEA foster employer compliance with Black-positive equity and anti-Black racism measures?
- 2 What kinds of penalties should be imposed on employers guilty of anti-Black employment practices?

### Recommendations for Strengthening the Act

- The Treasury Board should support employees in understanding the EEA and compliance frameworks.
- Develop a standardized accountability and performance measurement and reporting framework EEA
- Establish compliance benchmarks. Organizations that fall below the benchmarks should face sanctions. Sanctions can be graduated in that sanctions are immediate to deter repeat offences. However, the sanctions increase for repeat offenders.
- Make the EEA more human rights-based as an eco-system undertaking. Create better linkages to rights and recourse for black employees in all work categories, identities and intersectionalities.
- Develop training resources for employers on monitoring and addressing racism
- Ensure funding sources for remedial and strategic EDI enforcement to boost compliance
- Require employers to include EDI /EEA compliance or grievance reporting into performance management reporting.
- The Act must specify that tribunals investigating complaints must have members that reflect the complainant's background.
- A system of sanctions and rewards should be developed to ensure the interests of all stakeholders, especially black employees, given the prevalence of anti-black racism, are served.
- Public sector organizations guilty of discriminatory workplace practices should lose their staffing delegation.
- When an FRE is found guilty of violating the Act, sanctions must involve penalties for the offending department, not just the organization. This approach will bring accountability closer to managers where many offending decisions are made. Penalties may include losing staffing delegation in the case of public FREs. Penalties may also include the recommendation of the possible termination. of the offending manager.
- As part of compliance standards, the EEA should require safe spaces for black employees in all organizations.

- Develop a system of certifying employers in anti-racism, cultural competence, and trauma-informed EDIA as one of the many requisites for participating in the FCP.
- Establish a system of recourse/remedy for persons wronged by anti-black employment discrimination. The system must embody the principles of reparatory justice.
- Establish an independent government-funded agency that provides oversight to ensure the Act is followed. That organization must also be the one receiving anonymous complaints. It must have the power to carry out unscheduled audits/investigations and impose sanctions based on the nature of the findings.
- Require accountability reporting annually – audits for the hiring process could make a huge difference.
- Establish clear procedures for reporting and redressing violations of the Act.
- Policies should be EDI-informed, monitored and evaluated. This requires standards and performance measures.
- Dedicate time-bound mandatory reviews on the EEA for consultations and corrective actions
- Publish findings for action and education of black community members

### Recommendations for Employers

- Educate all categories of supervisors, managers etc. on compliance to enhance overall adherence and pro-equity work environments
- Regular company sessions /internal training platform with EEA-related information obligations, compliance, and employee responsibilities.
- Develop training resources for employers on monitoring and addressing racism
- Ensure that employers integrate a formal mechanism for addressing microaggressions and providing support for employment inequality and discrimination as part of their compliance requirements
- When a member of one of the equities deserving groups leaves the organization, a mandatory exit interview should be conducted to determine the extent to which the individual may be leaving due to a lack of workplace equality or equity affirming policies.

## Improving public reporting to enhance the public conversation around equity, diversity, and inclusion in workplaces

### Questions Considered

- 1 What kind of public reporting is necessary including metrics in order to drive compliance and accountability with respect to promoting Black-positive equity measures and eliminating anti-Black racism in the workplace?
- 2 What changes to the EEA could improve public reporting of employment equity results specific to Black Canadian employees? Specifically:
- 3 What measures, data sources, reporting frequency and formatting could lead to improvements?
- 4 What kind of data needs to be reported to the government and the public?

### Recommendations for Strengthening the Act

- Establish an independent body to address/ provide redress on complaints from anyone who feels that they were discriminated against – there is no process now. Not even the Human Rights Commission includes this.
- Create an EEA digital platform for persons to record direct and indirect experiences of anti-Black discrimination. Establish categories such as discrimination experienced as a Black person, witnessed as a Black person or seen as a non-Black person involving a Black person, etc. These live reports should be analyzed systematically for trends to inform particular dysfunctions in employment and to determine dedicated areas for further research, legislative review, and other policy requirements. This concept is analogous to reporting infractions by businesses to the Better Business Bureau<sup>2</sup>. Companies are awarded an EEA rating based on public perception of their business practices and commitment to EDIA.
- Update the EEA website to publish compliance issues/ successful/good practices for modelling and replication.
- Provide for the EEA website or ancillary platform to accommodate reporting and feedback mechanisms for employees by category that is, black employees
- Conduct an annual survey (similar to the Public Service Survey) polling employees' wellness and enjoyment of employment equity in respective organizations
- Training on the EEA in practice- identifying mandatory and implicit compliance requirements of all employers and the measures in place
- Secure online reporting platform for black employees on anti-black racism in the workplace
- Establish a system of recourse/remedy for persons wronged by anti-black employment discrimination (reparatory employment justice).

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<sup>2</sup> Better Business Bureau <https://www.bbb.org/>

- Race-disaggregated data on complaints/offences/ breaches of the Act (by category) and remedial actions must be made available for all regions.
- Data on retention, tenure, acting assignments, substantive position, education level, competition attempts, and salaries should be reported by FREs
- Establish a government agency that provides oversight to ensure the Act is being followed
- Provide a safety mechanism for registering and expediting action on grievances.
- Develop standard criteria and format for reporting on EEA compliance relating to race-based qualitative and quantitative indicators
- Consider a system of support and protection for whistle-blowers
- Establish incentive programs (the Government) that influence and encourage organizations to diversify – have awards for most workplace diversity.
- Consider the assignment of an Ombudsperson with oversight for the EEA
- Collect and use race-disaggregated to propel and improve equity in the workplace. Collect data on recruitment, retention and promotion of Black employees

### Recommendations for Employers

- Integrate EEA commitments in user-friendly HR policies and packages to be available for easy retrieval and update
- Policies should be EDI-informed, monitored and evaluated. This requires standards and performance measures.

# Employment Justice

There is a strong call for the formation of an independent entity to have oversight of the Act. This body will have the power to conduct investigations and hold hearings on alleged violations by employers. In cases where employers are found guilty of anti-Black discrimination practices, penalties need to be sufficiently large to deter repeat offences. Currently, fines are minimal - \$10,000 for the first offence and \$50,000 for subsequent violations. We believe that the penalties need to be significantly increased and should not be imposed by the Minister but rather by the panel reviewing the complaint against the employer.

In the case where the violation is one of anti-Black racism, the Act must make provisions for Black victims of workplace discrimination to receive employment justice. The historical treatment of Blacks, the direct and intergenerational trauma suffered by Blacks from racism and constant microaggressions, require recourse that is rooted in reparatory justice. It can be argued that Blacks experience racism in more violent and egregious ways than other visible minorities. The harm done to Blacks requires a reparatory model of redress. We will refer to the model as “Employment Justice.” The model is patterned after the UN model of reparatory justice for crimes against humanity and must be adapted in the context of employment. Restitution requires restoring the employee to their state before the violation; compensation should take into consideration the economic impact of the violation; rehabilitation will require treatment of the mental trauma caused by the violation; satisfaction ensures that the employee must be satisfied with the actions taken by the employer to repair the situation, and non-repetition must ensure that the employer has taken specific tangible steps (such as policy changes, organizational restructuring, training and development, etc.) to ensure the situation does not repeat itself. The use of a reparatory model for anti-Black discrimination in the workplace will send a message to the employer about the Act's commitment to equality in the workplace.



Figure 7: A reparatory model for employment justice

## Supporting Programs

### The Federal Contractors Program

The FCP<sup>3</sup> requires organizations who do business with the Government of Canada to implement employment equity in their workplace. The requirement applies to organizations that have 100 or more full-time and part-time employees in Canada and have received an initial federal government goods or services contract valued at \$1 million or more (including applicable taxes). Participants in the focus group meetings who are familiar with the FCP generally agree with the program but note that a lack of enforcement and the minuscule nature of monetary penalties for violations render the program ineffectual. The following are principal recommendations:

1. Lower the number of employees from 100 to 50
2. Lower the contract value threshold from \$1M to \$500,000
3. Require ISO 30415 certification (Diversity and Inclusion) to be placed on the list of certified contractors.
4. Enhance monitoring and compliance audits of federal contractors. This can be achieved by an earlier recommendation which calls for the establishment of an independent monitoring and compliance agency which can receive complaints, monitor the implementation of the Act, conduct compliance audits, and hand out penalties – essentially, an EE “Watch Dog” Agency.
5. Require federal contractors who lack representation of Black employees to work with Black-led agencies to help with the recruitment of and capacity building for Black employees

### The Legislated Employment Equity Program

The LEEP<sup>4</sup> is the operationalization of the EEA. The weaknesses of LEEP stem from the inadequacies in the EEA already discussed in earlier sections and the lack of will to enforce the minimal provisions in the Act. Strengthening LEEP requires accepting and onboarding many of the recommendations made earlier in the report.

### The Workplace Opportunities: Removal of Barriers to Equity

The WORBE<sup>5</sup> is a funding initiative being a grants and contributions program. WORBE is designed to support employers subject to the *Employment Equity Act* (The Act) in their efforts to improve designated group representation in areas of low representation through partnerships and industry-tailored strategies. While this is well-meaning, its success from the perspective of the Black community in Canada depends on the extent applicants are required to under-represented subgroups within the four equity deserving groups. There is no guarantee that White women will not be favoured over everyone else, especially Black Canadians. There is no provision or mechanism for equitable allocation of resources between and within the equity groups. There is

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<sup>3</sup> [Federal Contractors Program](#)

<sup>4</sup> [The Legislated Employment Equity Program](#)

<sup>5</sup> [Workplace Opportunities: Removal of Barriers to Equity](#)

no guidance from the program for the prioritization of focus within the groups. As such, Black Canadians continue to be left behind. We make the following recommendations.

1. Applications must be accompanied by labour market data, including labour market availability and attainment rates for the subgroups within the EE categories. Hence the data must be disaggregated, and the proposal must demonstrate commitment to prioritizing the most marginalized within each EE category.
2. Applicants must demonstrate an outreach strategy to engage the Black community. This could be achieved through strategic partnerships with Black-led Black-facing organizations that do recruitment and capacity building. These organizations should be viewed as part of the larger ecosystem supporting employment equity program.
3. Enhance monitoring and reporting of recruitment efforts to ensure every effort is being made to engage the Black community across Canada.

## New Initiatives

We propose three new supporting initiatives that bolster the success of the LEEP where Black Canadians are concerned.

1. **The Employment Equity Monitoring and Compliance Agency (EEMCA).** This would be an autonomous body reporting to the Labour Department. This idea is already referred to in foregoing recommendations. It has the ability to audit FREs, enforce compliance, investigate non-compliant behavior, receive complaints for employees, and issue penalties for violations of the Act. The purpose of a separate agency is to increase the effectiveness of oversight and to improve agility in correcting atrocities in the workplace.
2. **The Employment Equity Eco-System Fund (EEEF).** While there is WORBE to assist employers, there is a need for developing organizational capacity in under-served, under-represented communities. These organizations will provide services, training, and supports aimed at increasing labour market availability in under-represented professions for equity deserving groups. The organizations must be led by the people from the constituencies they are to serve. Hence in the case of the Black community, the organizations must be Black-led and Black-facing. If such organizations do not yet exist, funds must be made available to help establish such organizations as not-for-profit NGOs. The development of initiatives to service the underrepresented groups does not preclude the establishment of strategic partnerships with academic institutions and other training organizations.
3. **The Employment Equity Research Fund.** This is a periodic initiative that provides funding for research focused on enhancing the effectiveness of the EEA and all of its supporting programs. The fund will emphasize longitudinal and cross-sectional studies on the impact of the EEA on the progress of equity-deserving groups. For example, an investigation into the long-term impact of anti-Black racism in the workplace and its effect on intergenerational trauma. Another study can focus on the result of removing White women from equity deserving groups or White gay men who arguably wield a fair amount of power.

## Closing Remarks

This report represents the collective views of over 500 Black persons living in Canada. The majority are employed, highly educated, between the ages of 25 and 55, and have been in Canada for more than 5 years. The EEA Review Task Force, in their consultation paper, posed several questions to the Canadian population, the responses to which should inform the improvement of the Act. To engage the Black community, it was necessary to adapt the questions so that they speak to the lived experiences of Black employees.

Four Black-led organizations, namely the Africa Centre in Alberta, The Tropicana Community Services in Ontario, Groupe 3737 in Quebec, and the Black Business Initiative in Nova Scotia (hitherto referred to as the Intermediaries), came together to mobilize the Black communities across the country to lend their voices to the review process. The intermediaries were given a small time window (Jun 20 – July 15) to engage the Black community nationally and prepare a final report for submission to the Task Force. Some 33 virtual focus group sessions were conducted in both English and French. A total of 384 individuals registered to attend the focus group sessions. Additionally, community members were provided with an opportunity to participate in an online survey that used predominantly structured questions. The responses to the questions were assessed using a Likert scale. 358 persons participated in the survey.

The collective comments and recommendations show a very strong level of consensus that the EEA is woefully inadequate in creating the conditions for Black flourishing in the workplace. The consensus view from the data is that Black Canadians cannot locate themselves in the equity agenda proposed under the EEA. This consensus zeroed in on the anti-Black racism affecting, with acknowledged nuances and variations, the economic participation of Black Canadians born in Canada with legacies dating back to the 1700s and that of immigrants from Africa, Afro-Caribbeans, and Afro-Latin Americans. The findings coalesced into a call for the inclusion of "Black Canadians" among the designated groups identified in Section 3 of the Act. The Task Force was charged in its revision of the Act to:

- Establish demonstrable proof that issues of Black Canadians are factored into employment equity within a rights and assets-based approach.
- Take action to standardize frameworks and measurements (applicable minimum standards) for *employment equity in practice*, so employers' compliance and accountability are neither exclusionary, optional, nor arbitrary.
- Locate EDI provisions explicitly within the elimination of anti-Black racism, accounting for the realities of Black diversity in the workforce. We note this specificity approach could be beneficial to the circumstances of all visible minorities
- Require the integration of trauma-informed approaches to HR practices in response to historical and aggravated anti-Black inequality in employment practices and work environments. We note this approach is beneficial to all visible minorities.

- Influence a dedicated training plan for all employers and staff – an agreed curriculum that focuses, among other things, on eliminating anti-black microaggressions. This training, modulated for management, supervisory, and general staff, should be mandatory and required at prescribed intervals. We note that this training curriculum can integrate the cultural sensitivities of all visible minorities and is beneficial to a healthier and more productive workplace.
- Provide more comprehensive training and knowledge resources for the positive mobilization of the Act within the Black community
- Require the collation of race-disaggregated data on complaints/offences/ breaches of the Act (by category) and remedial actions as part of a longitudinal approach to measuring employment equity and the further necessary adjustments for Black Canadians to achieve tangible equity.

The EEA needs rebranding and rescoping as a relevant and enforceable statute prescribing standards and sanctions relating to *employment equity*, whose terminology and contexts in the workplace are defined. An implementation plan or schedule under the Act should mandate minimum compliance standards, reporting and redress criteria. Most importantly, the revision exercise must more deliberately intersect employment equity with racial discrimination to weed out anti-Black practices and the perpetuation of systemic inequality. This recommendation implies an essential pivoting in scope and measures to eliminate anti-black racism in the context of the Leave No One Behind (LNOB) principle.

As such, it is recommended that the EEA establish a discrete agency separate and apart from the Treasury Board and the Canadian Human Rights Commission to provide oversight to the Act, including a credible system of recourse and remedy for persons wronged by anti-black employment discrimination.

## Limitations

The span of time available for the engagement of the Black community across Canada was limited. It did not allow for a phased or sequential analytical process whereby salient issues identified from the focus group sessions could be used to inform a structured survey to ascertain the level of agreement with the issues by using a Likert scale. Also, there was insufficient time to undertake the level of outreach needed to engage the relatively small populations of Blacks in places like PEI, NL, New and Saskatchewan. Also, the time frame was too short to allow for the organization of some in-person focus group sessions. The logistics required to organize the latter requires sufficient time.

Finally, the data offered many testimonials and lived experiences of Blacks in the workplace. We had insufficient time to correlate these for applicability if any to the provisions of the Act.



## PART II: THE DATA

## Lessons from the Literature

The success of EE programs is rather mixed. Jain and Hackett (1989) surveyed 190 companies from 5 sectors to assess their EE programs using a scoring system. The research designed a survey to 1) determine the extent to which key components of an EE program are represented; 2) assess the feasibility of putting the CEIC criteria to operational use, and 3) develop an objective scoring scheme in the form of an index that recognizes the differential importance of each criterion on the achievement of EE. The authors used 3 levels and 8 criteria with weights ranging from 5-10 to develop an index or EE scoring scheme. The points system was set up to determine how many of the organizations purporting to have EE programs met the bare minimum requirements for establishing such programs and 2) requirements for effective implementation.

190 companies from 5 sectors completed the survey from several provinces. 52 or 27% had EE programs and were mainly medium to large public sector companies. To be classified as having met the minimal standards of an EE program, companies had to score 60 points – this required them to have satisfied at least 1 Level 1 criteria – accountability, numerical targets or monitoring/evaluation mechanisms. 42 of the 52 organizations (or 22% of the participants) obtained scores of > 60. Hence EE programs at the time were not widely adopted. Only 5.4% of the 190 participants met 90-100% effectiveness criteria.

Few organizations reported keeping records of the visible minority status (21%), and the disability status (17%) of their employees. Another highlight from the study was the lack of specific policies/practices targeted to the disabled, visible minorities and aboriginal peoples – women (typically white women) being the focus of most programs.

Another finding was that EE programs seldom provided childcare assistance, flex time work sharing or educational assistance for the four groups - the absence of which is likely to preclude many women and minorities from gainful employment.

50% of those with an EE program implemented EE to improve public relations; 96% of those with an EE program claimed government pressure was a factor. The data shows a lack of commitment to employment equity among those surveyed.

Bakan and Audrey (2007) examined the backlash from the introduction of the EEA. The EEA replaced affirmative action targets. The authors argue that while there is a direct backlash against any form of EE policy on the part of those ideologically opposed to the principle, there are also significant concessions or accommodations to such backlash from policymakers who advocate for EE and that such concessions are just as significant as direct backlash in weakening the policy, making it less effective and more subject to criticisms. These concessions explain why the EEA has little power in driving equality and anti-discrimination practices in the workplace. By avoiding the obligation to establish a firm commitment to increasing numerical diversity in

representation, the considerable effort and expense invested in EE during the 1990s, failed to produce significant results by the end of the 1990s.

Agocs (2002) examined the gap between EE policy and practice. The author distinguishes between EE policy and anti-discrimination provisions of federal and provincial human rights codes – in contrast to human rights complaint procedures, EE policy is not driven by individual complaints. Employers are required to undertake actions to proactively identify and remove or replace policies and practices that may have discriminatory impacts and to improve the representation of under-represented groups in their workplaces.

Agocs reviewed the policy and results under four criteria.

- *Numerical representation* – women's representation increased from 40% (1987) to 44% (1998) in private sector, federal service it increased from 42% (1987) to 51.5% (1999); visible minorities increased from 5% (1987) to 10% (1998); aboriginal people in 1998 was only 1.3% compared to an availability rate of 2.1%. The hiring of aboriginals declined four years in a row – they suffered disproportionately high share of terminations. People with disabilities comprised 2.3% in 1998; hirings fell for the 5<sup>th</sup> year. Significantly under-represented in all sectors.
- Overall, the numerical representation of women and visible minorities has increased considerably, while that of aboriginal people increased slightly, and persons with disabilities has increased slightly and then decreased.
- *Removal of discriminatory barriers in the decision-making process* – Leck and Sanders found that a majority of organizations under the Act did not have women or visible minorities in proportion to their availability in the labour market, so simply being covered by the Act did not mean a firm would hire representatively.
- *Creation of a workplace culture that is inclusive and free from harassment* – EE policy contains no provisions that directly address issues of workplace culture or climate aside from the requirement to explain the purpose of EE to employees – this is a significant weakness. Workplace culture is not systematically monitored as part of the compliance review process.
- *Equality of results* – the presence of a formalized EE program generally did not result in a narrowing of the wage gap at high salary levels

Agocs provides two principal reasons why the EEA provided limited results. 1) Some critics point to the Act suggesting that it is fundamentally flawed concerning its approach to addressing systemic discrimination hence it is not surprising that the results have been disappointing. 2) Others believe the Act's approach is sound in theory, but it was weakened by political compromises, e.g., the absence of sanctions for non-compliance. The author concludes that the EE policy is generally acceptable. What is required is political will.

Mentzer (2002) examines the Canadian experience with EE legislation. The Paper looked at the legislative history of EE in Canada, including events leading to the passing of the revised legislation, the EEA of 1995, and a description of provincial initiatives in Ontario, where EE legislation was repealed. The author offered several comments on the EEA.

- EE is not a tightly defined concept - just as there is an unending argument in the US as to precisely what is meant by affirmative action, Canadians are caught up in the debate over precisely what EE means.
- Of the protected groups, the most controversial is the visible minority group since it covers a very heterogeneous set of minority groups, of which Chinese is the largest, followed by Blacks and Indo-Pakistanis.
- The visible minority label has become a sensitive issue because it aggregates dissimilar ethnic groups and ignores the possibility that groups outside this category e.g., Jewish Canadians, also faced discrimination.
- Some ethnic groups within the visible minorities have incomes above the Canadian average, raising questions of whether such groups should be covered by EE at all.
- With respect to the Impact of EEA
  - All 4 protected groups show gains in representation since the first Act was passed
  - Women – they are represented at a greater extent among covered employees; however, the representation of women has steadily fallen from 1996 to 1997 and again from 1997 to 1998 (the last year data was available).
  - Aboriginals – better representation now than when EEA was first implemented but still grievously underrepresented relative to their numbers in the overall labour force.
  - People with disabilities – also underrepresented – improved between 1987 and 1998 but declined from 1996 to 1997 and 1997-1998.
  - Visible minorities – of the four groups this is the nearest to a success story

Hartin and Wright (1994) discuss Canadian perspectives on employment equity. The article reviews EE – provides an overview of why and how EE programs were initiated and have become such an important issue; discusses the implications and impacts of EE in the workplace; and some perceived advantages and disadvantages.

The authors suggest a process for implementing EE programmes

- Ideally, begin with an environmental scan of both internal and external factors that may impact the organization's ability to develop an EE program, including the type of industry, economic conditions, technological requirements, and the organization's culture.
- The workforce survey – the purpose is 3-fold: 1) to determine if there are issues concerning representation; 2) to provide statistics to internal and external sources to measure the success of actions, and 3) to provide the basis for evaluation of progress
- Senior management must communicate a commitment to the process

The authors suggest the following are positive results of EE

- Improved access to equal employment opportunities and social and economic status for designated groups
  - Companies have seen the economic advantage of accommodating the special needs of a current employee as they are able to retain the skills and experience of a trained worker, e.g., IBM and Metropolitan Toronto Association for Community Living – subcontract for

its computer printing department to provide Aboriginal people with skills to work in the financial services community

- Changing demographics and environmental trends, e.g. the aging population and increased immigration, support the need for facilitating employment opportunities for non-traditional groups.
- The development of tolerant attitudes and understanding of different values and perspectives leads managers and employers to be more creative problem solvers and more effective in dealing with others

The authors also suggest that there have been negative results associated with EE.

- Over-bureaucratization of the system – onerous reporting requirements for different levels of government – tax human and financial resources for companies
- EE programs have not significantly improved the status of the designated groups. Employers indicated they could not find qualified workers from the designated groups due to inadequate education and skills training. Representatives from disabled person groups indicate they have not benefitted.
- Difficulty employers have in securing accurate data about their workplace composition through the use of employee surveys as many employees self-identify voluntarily to employers due to privacy concerns.
- Negative impact on company's profitability and direct and indirect costs to the economy – hiring the able results in enormous productivity gains, and costs of quotas negatively impact direct and indirect costs

The authors conclude:

- Most people support the concept of improving the status of the designated groups through more equitable employment, but there is less agreement about how this equality should be achieved.
- The four groups encounter disadvantages in employment, and their situations have not improved appreciably with voluntary programs.
- A program that emphasizes qualitative as well as quantitative results would be preferable to one which imposes quotas as these can be counterproductive to the company through lower productivity standards and employee morale.
- Another critical element that gets in the way is the bureaucracy created to administer and monitor it. Harmonization of reporting requirements among all jurisdictions, together with simplifying reporting requirements, could alleviate the problem

Mighty (1996) examined the factors impacting the adoption of employment equity in Canada. The research objectives were to determine the extent to which organizations vary in their adoption of employment equity policies and practices and to identify factors which explain such variation. A sample was drawn from the population of school boards in Ontario, where employment equity has been actively promoted by various government agencies but not legislated. The sample size was 124. Survey results showed EE adoption was very low when measured as the representation and utilization of designated groups. Many respondents reported having no designated group members in their workforce or specific employment categories. Only a tiny percentage of respondents reported having more than one member of

the designated groups (excluding women) represented in their workforce. For example, 75.8% reported having at least one woman represented among their total employees; 14.5% - at least one racial minority, 13.7% - at least one aboriginal person; 11.3% - at least one person with disabilities.

There was low representation of the three designated groups (racial minorities, aboriginal people and persons with disabilities) based on gender distribution. 97% of the respondents reported that these groups constituted less than 15% of their workforce. Two groups of females, female aboriginal people and female persons with disabilities represented less than 15% of total employees. Same results for racial minority women, yet 62% of the respondents reported that over 60% of their total employees were women.

When asked, "Who do you think has the most influence in determining whether employment equity is adopted?" respondents identified "the government," "politicians," or "legislation." Other environmental influences identified by respondents included pressure groups, the designated groups, the media, parents and students, unions, and employee associations.

There is a marked difference between their "espoused theory" about employment equity and their "theory in use." The greater adoption of regulatory programs (policies and action plans) which only signal the intent to adopt employment equity suggests that among this sample of school boards in Ontario, several of the changes toward adopting employment equity were more cosmetic than real.

The author concludes that governments may not only have to legislate employment equity but also specify the exact behaviours required of adopting organizations. Also, the misconceptions about various aspects of employment equity, e.g., that it is very costly and based on quotas, suggest the need for comprehensive programs to educate employers about employment equity. Increased understanding of the philosophy and methodology of employment equity may result in more widespread adoption of this social justice approach to managing workforce diversity.

Jain and Lawler (2004) examined the experience of visible minorities under the EEA. The study assesses the EEA about visible minority (VM) employees using quantitative data from employer reports published under the provisions of the EEA and the Canadian census from 1987 to 1999. A sample of 116 companies that filed EEA reports each year from 1987 – 1999 was selected. Prior research shows that:

- VMs generally have higher education than non-VMs yet VMs with university education are less likely to hold managerial/professional jobs than non-VMs with similar levels of education.
- Foreign-born VMs experience greater education-occupation discrepancies compared to other groups; less than half with a university education have high-skill level jobs.
- Most VMs are overrepresented in the lowest income quintile and underrepresented in the highest income quintile.
- Even Canadian-born VMs are still less likely than foreign-born and Canadian-born non-VMs to be in the top 20% of the income distribution.

- VM employees have lower wages and earnings than non-minorities

Jain and Lawler's study provide the following key findings

- Larger companies and larger employment groups within companies have higher EE attainment – probably resulting from organizational visibility and more significant resources to address EE.
- Considerable variation across industrial sectors concerning EE attainment – banking sector highest levels – again probably related to the visibility of banks and more slack resources to support EE efforts.
- Considerable variation across provinces – surprisingly low in 2 provinces with the highest concentration of VMs – Ontario and British Columbia, probably because a disproportionate number of individuals whose foreign credentials and experience are not recognized by Canadian employers.

The authors made the following observations concerning enforcement

- Increased enforcement is needed – increased, and vigorous enforcement of EEA for the VM group is necessary by the CHRC.
- More focus on occupational inequities – kind of 'glass ceiling' for VM employees regarding access to middle and senior management positions. Companies need to create a climate of acceptance and tolerance for VM employees at these levels by sensitizing top management to the need to eliminate job barriers.
- More focus on sectoral differences – VM is substantially underrepresented in communication and transportation sectors.
- More focus on company and employment group size – VM employees tend to be underrepresented in smaller firms – CHRC needs to pay more attention to monitoring and enforcing EE in these types of firms. This underrepresentation has a substantial adverse impact on the achievement of parity with VM representation in the census.

Jain et al. (2010) examined the effectiveness of Canada's EE legislation for women between 1997 and 2004. The study focuses on the effectiveness of federal EEA with regard to female employees using quantitative data from employer reports – study period 1997-2004. The study's key findings are as follows:

- the effectiveness of the EEA declined after 2002, because of weak enforcement mechanism – the penalties for not following the law being too weak and/or the likelihood of such sanctions even being imposed being too small
- Women who were also members of minority groups were at least holding their own – reflected by a slight but significant upward trend.
- Female employment in middle and other managers substantially exceeded female employment more generally.
- The size of the firm in terms of total employment in Canada was not significant

The authors suggest the following Implications for policymakers

- Increased enforcement: women employees remain underrepresented, especially in large companies. Canada Human Rights Commission needs to pay more attention to monitoring and enforcing EE in these firms since it cannot be taken for granted that large firms do well in EE.
- Smaller firms had higher EE than larger firms
- EE has increased over time but at a diminishing rate – EE attainment peaked in 2003-2004, and there may now be a downward turn in EE for women in industries covered by EEA.
- Primary (full-time, permanent) v. secondary (temporary and part-time jobs) – EE is lower in the primary sector – firms are more likely to enhance employment opportunities in these secondary jobs.

Metz (2013), in a master's thesis examines the inequity of employment equity. The author surmises that the intersectional nature of oppression creates a situation where, based on various characteristics, including gender, place of birth, and ethnic group membership, individuals experience employment-related racism differently from one another. This intersectionality indicates that policies protecting one marginalized group may not protect all groups equally. Through an examination of current employment equity research and reports, an overview of employment equity and human rights legislation in Canada, and an analysis of data collected in three interviews with Black men living in Victoria, British Columbia, a series of recommendations are made for employers, allies, and policy changes.

The thesis summarized demographic information about racialized Canadians, examining intersections of ethnic group membership, immigration status and gender.

Cotter (2022) examines the experiences of discrimination among Black and Indigenous people in Canada. The data collection took place between April 2019 and March 2020. Responses were obtained by computer-assisted telephone interviews (CATI), in-person interviews (in the territories only) and, for the first time, the General Social Survey (GSS) on Victimization offered a self-administered internet collection option to survey respondents in the provinces and the territorial capitals. Respondents were able to respond in the official language of their choice. The sample size for the GSS on Victimization was 22,412 respondents, with a response rate of 37.6%. Respondents in the sample were weighted so that their responses represented the non-institutionalized Canadian population aged 15 and older.

According to the 2019 General Social Survey (GSS) on Canadians' Safety, nearly half (46%) of Black people aged 15 years and older reported experiencing at least one form of discrimination in the past 5 years, compared to 16% of the non-Indigenous, non-visible minority population. Of all Black people, four in ten (41%) experienced discrimination based on their race or skin colour, about 15 times higher than the proportion among the non-Indigenous, non-visible minority population (3%). Experiences of discrimination were much more common among Canadian-born Black people (65%) than among Black immigrants (36%).

Data from the GSS show that a considerably higher proportion of Black people experienced discrimination in 2019 than in 2014 (46% versus 28%). Discrimination was more common among the Indigenous population than among populations who are both non-Indigenous and non-visible minorities (33% versus 16%). More specifically, 44% of First Nations people had experienced discrimination in the 5 years preceding the survey, as had 24% of Métis and 29% of Inuit.

Among those who were discriminated against, 21% of Indigenous people and 16% of Black people said it was when dealing with police, compared with 4% of non-Indigenous, non-visible minority people who experienced discrimination. Experiences of discrimination were more common among Indigenous people in 2019 (33%) than in 2014 (23%).

A recent article by KPMG (February 2022) highlights the challenges Blacks face in the job market. A national survey was conducted of 1006 Black Canadians. 63% were employed full time; 13% part-time; 7% self-employed; 11% unemployed. Of the 11% unemployed, 77% say the prospects for getting a job have not improved in the last 18 months. Of the 63% employed, 54% think the prospects for getting a job have improved in the last 18 months. Racism – 65% have experienced some form of microaggression or act of racism in the past 18 months – these were most prevalent in the workplace. 73% optimistic that their organization will be able to reduce systematic barriers for Black employees in the next five years

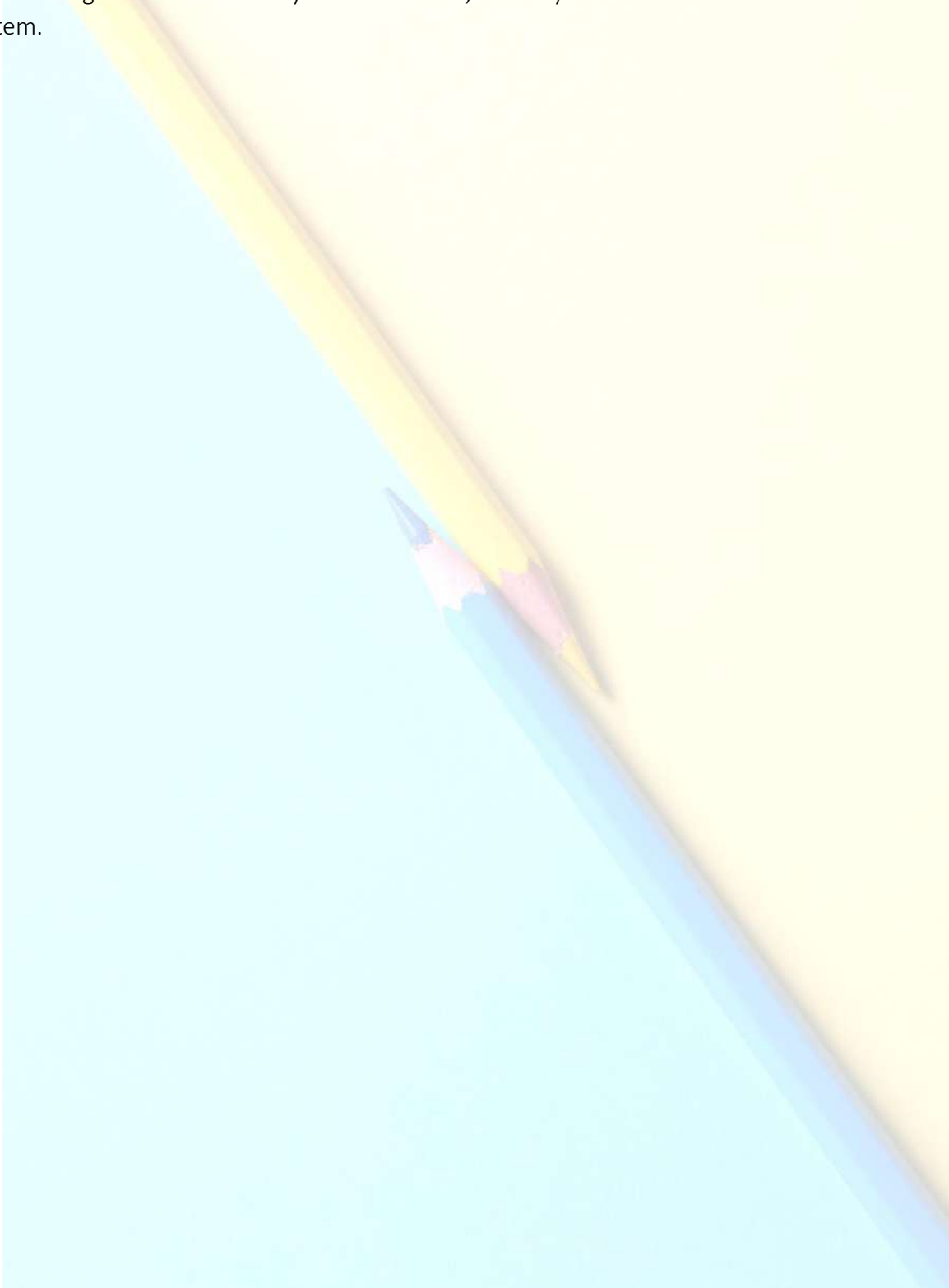
Strachan et al. (2007) examine equal employment opportunity legislation and policies in the Australian context. The purpose of the paper is to analyze the mix of legislation and policies in Australia: anti-discrimination and equal opportunity legislation, equal pay, work and family and managing diversity policies. Key observations include:

- Large employers in the private sector are required by law to furnish reports detailing their efforts to ensure equal employment opportunities for women; employers with less than 100 employees are exempt.
- Federal and state governments operate parallel but separate programs

The paper discusses some key policies and legislation

- Equal pay – different pay rates for women and men doing the same job are no longer allowed.
- Anti-discrimination legislation – the Australian Sex Discrimination Act 1984 makes it unlawful to discriminate on the grounds of sex, marital status or pregnancy and prohibits sexual harassment
- Equal employment opportunity legislation – the overall goal is to promote the principle that employment for women should be dealt with based on merit, to promote the elimination of discrimination and provision of equal opportunities for women.
- Work and family policies – no single definition of the family-friendly workplace or work-life balance but the broad consensus of desirable policies and practices, e.g., access to care arrangements, access to flexible leave, flexible working time arrangements, control over unfriendly working hours and innovative work arrangements.
- Managing diversity policies – a variety of approaches, and in some ways, an organization can shape a managing diversity policy as almost anything it wants.

In summary, organizations can choose the policies and practices they believe are appropriate to their business situations and the extent to which they will implement them. This emphasis on individual organization choice is in line with an increased Australian government emphasis on individual agreements and away from collective, industry-wide norms in the industrial relations system.



## Key Findings from the Focus Group meetings

This section summarizes the core themes that emerged from the focus group meetings held with Black Canadians on the Employment Equity Act (EEA) between June 20 and July 13, 2022. The data reflect feedback from Black Canadians representing a diversity of black realities and lived experiences as general community members<sup>6</sup>, black businesses and community organizations, EDIA professionals, persons with disabilities (PWDS), persons identifying as LGBTQ2+<sup>7</sup>, and women. In all, 33 sessions were held: 8 in Ontario<sup>8</sup>; 10 in the Maritimes (Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland and Labrador); and 8 in Western Canada (British Columbia, Alberta, Saskatchewan, and Manitoba) and 7 for Quebec. Figure 8 shows the distribution of registrations (not attendees) across the country.

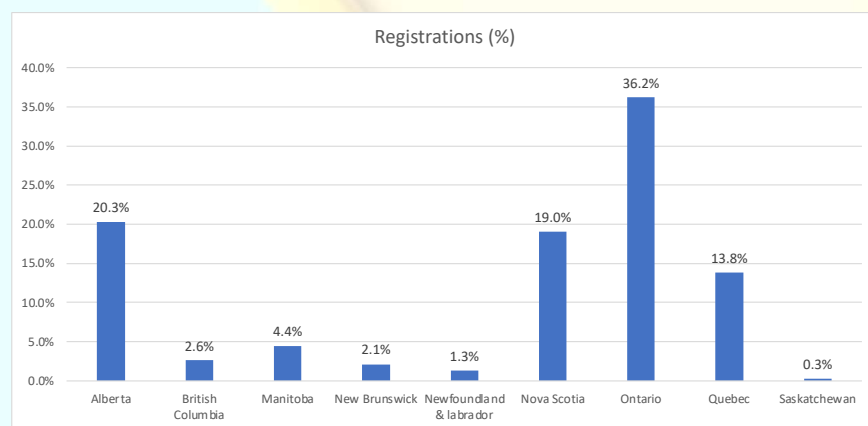


Figure 8. Distribution of Registrations Across the Country (n=384)

The Report includes one submission from an affiliate of the Public Service Alliance of Canada and consensus findings from the Edmonton Local Immigration Partnership (ELIP) with Black Community Leaders and Service Providers.

The central issues on the EEA explored in these group sessions are summarised in [the Focus Group guidance](#). The consolidated feedback from all regions can be referenced in the [Master Summary of Focus Group Sessions](#).

This section summarizes findings according to the critical focus areas for the Task Force review. The data is an amalgamation of the focus group results across the categories used to organize the focus groups. This allows the themes to be examined from the perspective of the various categories and across the focus areas for the Task Force.

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<sup>6</sup> Feedback from three separate focus group sessions with Black Canadians in the general population held both for the Maritimes and Western Canada was amalgamated in reporting for **Black Community Members in General**

<sup>7</sup> No members identifying as LGBTQ2+ were present to provide their lived realities for the scheduled meeting for Western Canada (British Columbia, Alberta, Saskatchewan, and Manitoba).

<sup>8</sup> The scripts from Ontario did not specify which category of black organizations were being interviewed/ consulted during the date referenced session. As such, all responses for the five Ontario were amalgamated by Area/Theme



GENERAL OVER-ARCHING QUESTIONS

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK ORGANIZATIONS)

### Overarching Questions

1. What role must the EEA play in addressing the under-representation of Black Canadians in certain labour markets?
2. What Black-positive equity and anti-Black racism measures are necessary to support equality for Black employees?

### Core Themes/Findings Emerging from the Responses

#### 1. EEA'S ROLE IN ADDRESSING UNDER-REPRESENTATION

- Workplaces need to train people to manage anti-black racism- those who perpetuate racism and those who suffer from it daily.
- EEA must take more control for training and information on the EEA to employees and employers
- The mechanism for monitoring and ensuring compliance with the Act must be strengthened and seen to be working as a genuine equity measure
- People need a safe space to register grievances and not face backlash.

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK COMMUNITY MEMBERS AT LARGE)

### Overarching Questions

3. What role must the EEA play in addressing the under-representation of Black Canadians in certain labour markets?
4. What Black-positive equity and anti-Black racism measures are necessary to support equality for Black employees?

### Core Themes/Findings Emerging from the Responses

#### 1. EEA'S ROLE IN ADDRESSING ANTI-BLACK RACISM

- EEA is mainly for Federal Employees and Federally regulated organizations, which accounts for only 10% of the workforce in Canada
  - Provincial public services and other public and private have their own employment equity policies
- The Act lumps all groups of racialized people together, and that is wrong
- It also lumps all women together, but the experiences of white and black women is different, with the Act seeming like it was made for white women
- IT would be good to see black people spelt out and spoken about in the Act; it should provide that kind of specificity
- The EEA could have worked if it was followed, but it was tinkered with by the Mulroney government, and the Employers do not follow or implement it
- The EEA requires a certain type of behaviour by employers to access funding, but no one does anything about it. When that happens, then the funding should be stopped
- The EEA stipulates that if you are hiring people and two have similar qualifications, you hire the one that is systematically disadvantaged and that's not represented that's not happening

- When they do their reports to the Minister, they show these are some of the limitations so they actually know what's happening
- There are Bottlenecks for black people; both in getting into organizations and leaving them. The order seems to be "last-in, first-out"; black people are hired for contract or indeterminate positions with no job security. The contract ends, and they have to vie for another contract, and they may not necessarily get another one or have their contracts renewed
- For people that work on boats or ships or airlines, there is nothing in the EEA to protect the blacks, and they get the worst shifts
- In the case of discretionary hiring, employers will hire at their will even where they have Unions, they can work the system and they will hire whoever they feel like hiring and there's nothing in the Act to address anything like that and If people are not treated fairly, they can go the Human Rights Commission and but who wants to go that route
- There's this notion that there should be no discrimination for no other reason, other than why someone should not be hired unless it is about the ability, but the notion of ability is relatively vague, you would like to think that they mean in the context of being able to do the job, but ability can be expanded to mean other things you know, the ability to socialize with us the ability to think like us, you know as opposed to just the job itself, in which case there is this notion of fit. The ability to fit in and that may not necessarily be something that has been, considering the decisions being made, but the Act does not protect against those sorts of things
- Failure to get hired because of a name is something that can be an issue, like some of the names that the immigrants have put them at a further disadvantage

***Addressing Under-representation of Blacks in the workplace***

- Right now we're looking at federally regulated organizations and to be federally regulated you have to have at least 100 employees and then do a million dollars. Why should this be the case? Why not have a lower number of employees and a lower amount of revenue generated to bring in more organizations under the EEA?
- A big problem currently is that we have a federal Human Rights Commission, but that's a complaint process and that's very onerous.
- It would be good to have a Registry of Anti-black Racism infractions put in place where people can make their complaints and after a while effort a made to identify why those complaints are in place; so, they begin to identify some hot spots and there is a sense of what people are reporting
- Anyone that the Federal Government gives money should be included in the Act. This includes those in Health care, Teachers, working on roads etc.
- The economic development specialists of Canada will say small businesses are the engines of the economy, and most small businesses are people with 50 employees and under who are totally exempt from this Act
- We should have an Anti-black racism registry for every case reported so that people can call up and register their complaints. It should be easy to do as it is just setting up

a database. Just like the sex offender registry and the gun registry, they can model it based on those

- When those under the EEA fail to comply, the money they receive from the Government should be stopped. Once their failure to comply is put in the report, the first time they put the reporting they don't meet the requirements, they need to chart precisely how they're going to meet the requirement the next time, so they have two strikes and the third time they don't meet the requirement don't give them the money that's it.
- Inside the federal contractors' program, there are recommendations already on how to deal with those that are not compliant with EEA. We need to follow those. They may be a bit sloppy and their flight, but we can also go back to the pre1995 recommendations that were stronger
- Training and recruitment need to be started early in high school so that they are somehow freeing. Any kind of developed and prosperous country needs a qualified, competent public service. This would be a dedicated training program for black Canadians.
  - The Federal Government does this as well as the Provincial governments and there are millions of dollars to conduct such programs across this country.
  - With kids starting from about 12 to 13 in the army, navy, and air force conductance bands, they can hold these programs, not just to give them a sense of camaraderie or a sense of patriotism, but with the view that a certain percentage of them will go into the Federal armed services and they do.
  - They become competent in serving people in the federal service. The same way that that kind of thing can happen to black employees. It can be a model for if this country wants to have competent Federal Public servants
- People are not born vulnerable; they are made vulnerable by the environment
- Organizations and systems need to address their policies that weed out black people
- We should start treating issues of race and racism as not being separate forms; then we mean it's that action and accountability comes with it. in terms of action and accountability number question number three is just take the money if an organization is caught sleeping, just take the money, take their funding, like hit them where it hurts because racism hurts
- It is necessary to look at opportunities from a holistic perspective within the black community in itself; there needs to be a lot of learning. That needs to be a lot of engagement in the black community and engagement in the grassroots, as immigrants majority don't know their rights as immigrants
- Typically, coming from a place of what would be called "insecurity" in a third-world country, looking for a better life, whatever work you find, you need to take it
- People are not born vulnerable people are made vulnerable by policy decisions
- Organizations have racist policy decisions from even before the job description is written; the way they write the job description does not attract diversity. Organizations need to address their policies because they are from a white construct
- If we look at the human capital practices in organizations and our systems or

structures, we will explicitly see why it's all white always in leadership positions like it's you can see why it's all white, especially in the policies

- It is trauma and trauma from anti-black racism, and we also need to allocate resources to our community
- to provide them with the knowledge, expertise and support, and we need to consider this from a very holistic and as well as intersectional lens.

## SUMMARY OF RESPONSES, EMERGING THEMES (EDIA PROFESSIONALS)

### Overarching Questions

1. What role must the EEA play in addressing the under-representation of Black Canadians in certain labour markets?
2. What Black-positive equity and anti-Black racism measures are necessary to support equality for Black employees?

### Core Themes/Findings Emerging from the Responses

#### 1. EEA'S ROLE IN ADDRESSING UNDER-REPRESENTATION

- The black work force needs explicit policies targeting strategic hiring, and visible accountability systems from employers that register and provide sanctions against deviations.
- Quotas for black people bring negative associations and may perpetuate misinformation that black hires are for underserving employees and not talented, skilled, competent and qualified people. The focus should be on educating about the systemic barriers that deny black employees equal access to all available jobs, and correcting these inequalities by ensuring equal and sometimes remedial access (substantive equality) for blacks in organizations and economic systems that have not been typically welcoming to them. This issue also substantiates why Black Canadians need a separate equity-deserving category.
- Education and life cycle programming for black students should offer successful transition into skills sets and applicability for professions where we are underserved. There should be more programs like (a) at Dalhousie leading to a large number of black lawyers. (b) specialized Education funded through CACE at Mount Saint Vincent which helped many people across Nova Scotia get a Master's degree that they would never have been able to get otherwise These programs mitigate against the systemic barriers that hold back black people/ hires.
- EEA must explore linkages for more funding opportunities or incentivizing of programming such as funding under the Decade of People of African descent that was directed to black businesses that would also employ more black people.
- The measures that should be taken are the valorization of black employees in the workplace as well as the imposition of a quota in companies to guarantee the presence of black employees at all levels of the company structure.

- The EEA must curb discrimination for any reason including because of a name, skin colour, hair style etc.
- Organizational Grooming Policies needs to be friendlier towards black women. Not only do black women have to work harder to outperform their peers from other races in the workplace to prove worthy but also having to put extra care on their appearances as well so that your physical appearance would not call into question your competencies.
- There is need to curb the micro aggression that comes with women often trying to explain their hair styles which adds extra pressure in the workplace

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK WOMEN)

### Overarching Questions

1. What role must the EEA play in addressing the under-representation of Black Canadians in certain labour markets?
2. What Black-positive equity measures and measures against anti-Black racism are necessary to support equality for Black female employees?

### Core Themes/Findings Emerging from the Responses

#### 1. EEA'S ROLE IN ADDRESSING UNDER-REPRESENTATION

- There are professions in which black women are underserved such as medicine and pharmacology. We need scholarships or funding for women to move ahead with their education or improve in their careers- those with families, and single women who have children.
- Hiring and promotions are not equitable- it can be who you know. Black women tend to be excluded from these networks.
- Women of colour should not be interviewed for jobs, by a panel of white men only but should have a woman as well and a person of colour
- There must be avenues for people to speak out about the issues that affect them. We need spaces to collaborate with other black people and organizations across the country. It's to listen, link and support. Specific action items should be mandated depending on the size of the organization e.g., 100 plus employees should have dedicated networks for black and coloured employees so that people can meet and speak and support themselves and find camaraderie
- The revision of the EEA is overdue. There should be a mandatory review period, maybe every 5 – 10 years given that diversity and inclusion issues are constant "living breathing issues".
- Managers need training on managing people of colour, how to deal with microaggressions and more general provisions
- Collaborate with organizations and put in place some matrix that they must follow e.g., the Labour Code of Nova Scotia
- Mandated designated positions will go a long way to help build representation

- A database where people could go and upload CVs and upload their skills would be a good way for employers to have ready-made access to a pipeline of black talents that they can go through. So that it is no longer "we can find them, we can't find black female employees..."

## 2. BLACK POSITIVE EQUITY MEASURES

- We know how to identify nurture and promote talent in people who are not black. The system does this with ease. The EEA can be a strong tool that requires those systems to be in place for black women in designated positions
- Create a body that would look into our credentials to ensure that black women are fully recognized for our experience and qualifications, meaning that we are at par with our white contemporaries
- Create a safe space for black women where they feel safe to express themselves
- Black women are tired of being told /asked about hair. We need a provision litigating discrimination against black hair, like the Crown Act in the US. People need to know the consequences of their words and actions.
- Knowledge is power. Let's collect and answer known questions about blackness and diversity (about hair, food, and other aspects of black cultures) that people are curious about. and make those available widely. Put this on a website. Let's invite people into our culture. Let's share our knowledge Create more positive avenues with reliable information
- Publish where and how people can get real answers to the issues we face.
- We need proper anti-racism training standards and resources- on how to deal with microaggressions and anti-black racism

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK LGBTQ2+)

### Overarching Questions

1. What role must the EEA play in addressing the under-representation of Black Canadians in certain labour markets?
2. What Black-positive equity and anti-Black racism measures are necessary to support equality for Black employees?

### Core Themes/Findings Emerging from the Responses

- The EEA has a role in monitoring and publishing the stats and encouraging organizations, branches of government to target particular sectors for investment in black education and training
- First measure: education on inequalities in the workplace
- Second measure: teaching about the difference between equality and equity.
- Third measure: teaching good work practices which allow us to be emotionally and physically safe

## SUMMARY OF RESPONSES, EMERGING THEMES (PERSONS WITH DISABILITIES)

### Overarching Questions

1. What role must the EEA play in addressing the under-representation of Black Canadians with disabilities in certain labour markets?
2. What Black-positive equity measures and measures against anti-Black racism are necessary to support equality for Black employees with disabilities?

### Core Themes/Findings Emerging from the Responses

- EEA should take the matter seriously because it is important for future generations. Increasing the employment rate for blacks also reduces the rate of crime and social displacement.
- The EEA team need diversity-head of the EEA Taskforce should be black person.
- Not sure if affirmative action is the solution but, in the past, there has been a success with this policy in the USA. This would be hard because not everyone will self-identify particularly around disability.
- Blacks are passed over for promotion or fired with flimsy excuses should be able to sue their employers e.g., one cannot easily fire LGBT people, but that is not the same with the black community



AREA I: REDEFINING AND INCLUDING EQUITY GROUPS

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK ORGANIZATIONS)

### Area I: Redefining and Including Equity Groups

1. How should the EEA address the historic and systemic barriers faced by Black Canadian employees, as well as the persistence of anti-Black racism impacting equality in the workplace?
2. What is a compelling reason for identifying Black Canadians as a separate Equity-Seeking category?

### Core Themes/Findings Emerging from the Responses

#### 1. EEA ADDRESSING HISTORIC AND SYSTEMIC BARRIERS FACED BY BLACK CANADIAN EMPLOYEES

- A lot of Black Canadians do not know Black Canadian History, and that lack of knowledge is a barrier to sustained mobilization efforts against anti-Black racism.
- More education is needed – not only talking about black history in February but throughout the EEA limited, i.e., private companies not affected by it.
- We need to acknowledge the contribution of black ancestors as is done at the beginning of meetings in Nova Scotia: acknowledging blacks’ presence over 400 years ago and contribution to building Canada
- There is poor political literacy/savvy on how to mobilize through legislation. Such skills were more prevalent amongst other visible minority groups.
- White supremacy created these systems, black Canadians have to separate ourselves in order to address it
- Employers at the highest level have to buy into fairness and equity, so that the lower-level workers know that it is expected
- Tie in employment equity funding to employment equity being carried through so black employees feel safe in the workplace, are not hurt and experience racial trauma
- Managers have used “white women” to meet EEA requirements, as all categories were interchangeable for the purpose of meeting EEA.
- Unionized environment can pose challenges in implementing diversity and equity hiring plans.

#### 2. COMPELLING REASON

- The Black Canadians are one group and not separate ones with those born in Canada and Immigrants and they should stick together
- They may be lumped as part of the Visible Minority, but they are always at the bottom and face more racism than others
- With the history of anti-Blackness in this country, the term “visible minority” does not adequately represent the barriers Black employees/organizations face. Lumping together of Blacks into this category ignores our own specific history and experience.
- Black Canadians experience racism differently than other visible minorities, such as Indian Canadians or Chinese Canadians.
- Statistics (such as police interactions) show blacks lived experience is different than other visible minorities
- Blacks need more support than other BIPOC workers. Blacks are the visible minorities of the visible minority group.

- Organizations should be audited to see how they implement EDI practices, not just numbers but also by race – how many blacks at what level of management.
- Have targets for equity positions for blacks at the end of each year – published openly for public view.

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK COMMUNITY MEMBERS AT LARGE)

### Area I: Redefining and Including Equity Groups

1. How should the EEA address the historic and systemic barriers faced by Black Canadian employees as well as the persistence of anti-Black racism impacting equality in the workplace?
2. What is a compelling reason for identifying Black Canadians as a separate Equity-Seeking category?

### Core Themes/Findings Emerging from the Responses

#### 1. [EEA ADDRESSING HISTORIC AND SYSTEMIC BARRIERS FACED BY BLACK CANADIAN EMPLOYEES](#)

- Considering the uniqueness and history of anti-Blackness in Canada, the EEA cannot address systemic racism.
- Enforcement of the Act - You need to have a strong, measurable enforcement and accountability mechanism.
- Make the accountability a part of the Key Performance Indicators for the leadership of organizations.
- Have a separate category for 'Black' Canadians. Black Canadians are discriminated against under diversity measures because the employers prefer to hire other visible minorities.
- Educate black Canadians more widely about the Act, rights and on understanding equality and equity. This will empower Black employees to speak up on their rights and when the employer is not following the Act.
- Include EEA in the new employee orientation or training
- An Expert should be hired to rewrite policies for organizations and government, these policies should reflect diversity and reflect what Canada presently looks like. Then there would be a transition into implementation of these new policies and an accountability framework.
- A whistle-blower type of initiative could go a long way to expose racism. Black employees can be educated to recognize and report on instances of racism
- We need to mandate in the law that we offer more jobs to blacks in the government, in justice, in environment and every sector of government, ... we have to educate them to put them in those positions because it's long overdue.

#### 2. [COMPELLING REASON](#)

- A historic perspective is that prior to 2,000 black people in Canada were a priority to the Federal Government, and there were there were grants, projects for them. The compelling reason is blacks had always been a priority from the time they were brought to the shores, but without any concept of where they were and what they are today. They have built some

resemblance of community, and acknowledgement and education. Blacks should be a priority, because they don't yet have what they need in the society. The compelling reason is that they were a priority, and someone took it away and they want it back. The struggle of Black Canadians of over 400 years must be noted and what the blacks have gone through since then to the present day including in places like Nova Scotia where many do not even have titles to their land.

- Complexity of anti-black racism not understood by other minorities: At a Union Conference, a similar motion like this one was passed about Blacks having their own category and a Latino person opposed it saying it would just be like a token. It shows that this person at the Union level, cannot be an ally to black people.
- The EEA should consider centuries of victimization and oppression which continues to this day. This history of oppression is a principal factor in why we are where we are today.
- Black Canadians are racialized very differently than other POC. There is also a lot of anti-Black racism coming from POC communities.
- Native Quebecers tend to discriminate against blacks in the workplace.
- The visible minority category does not give an adequate picture of the status of Black Canadians - they tend to be lost in the data. For example, Black women make up less than 2% of the tech sector but East and South Asians make up close to 25%
- Employers would hire POC and not Black employees if the list is not disaggregated.
- Look at Fed. Govt. response to UN Decade of people of African Descent and use that as a justification as it has been determined internationally. This can be used as a foundation
  - We can use that as a foundation; everybody knows some of the challenges there and the Declaration outlines some of those and the Prime Minister of Canada also recognized that Declaration and agreed that anti-black racism exists in the country, and he looked at it from a historical point of view, which is what the United Nations Declaration asked countries to do like Canada
  - Look at the systemic issues transparently of anti-black racism. Black people are behind indigenous people and this includes: for the most incarcerated number, we have the poorest health, our children drop out of school, if they do get into university they don't finish, and if they do finish they don't go on to higher areas of academic programs, not going into good jobs, discrimination in employment, higher rates of poverty, no pay for equal work, black men income not increasing in 10 years, even when educated like others, not earning like others etc.
- Use things like what the federal government has done or is doing across the country; use all these anti-black racism statements that governments and institutions have put out, they show that something was wrong and needs to be fixed, otherwise they wouldn't put out statements like those
- The pay gap; there is data that Statistics Canada has that illustrates this pay gap and this should be used
- Use the numbers for hiring and retention of black employees

- There is a lot of lumping and homogenizing with data, especially here in Canada and the majority of the data that we see, especially when they tried to analyze it on the systemic and structural level when we try to identify certain groups, seems to be white people on one side and then black indigenous and people of colour categories on the other side.
- Also, in the minority group groups as well, something we see very often is women. However, we do not specify through an intersectional lens whom we are categorizing as women and in terms of resource allocation and maybe massive realization as well, what we see is the majority of the people that benefit from the resources and opportunities and have access, because there's a difference between access and opportunity, have access to those opportunities are mostly white women, so that's where the problem starts. If we contextualize our location, as being a genocidal setback to our states, we need to start to reset the fulcrum, and we need to start with those most vulnerable, and these are the black and indigenous women
- There is no mechanism for ensuring equitable allocation of resources within those categories
- There seem to be two levels of disaggregation needed: one is to make blacks visible within the existing categories and then even among blacks, disaggregation between immigrants and indigenous blacks
- Current data of the Employment Act might help us to disaggregate the data of employment equity
- Disaggregate people of African Descent who have lived in Canada for 100s of years (indigenous)

## SUMMARY OF RESPONSES, EMERGING THEMES (EDIA PROFESSIONALS)

### Area I: Redefining and Including Equity Groups

1. How should the EEA address the historic and systemic barriers faced by Black Canadian employees as well as the persistence of anti-Black racism impacting equality in the workplace?
2. What is a compelling reason for identifying Black Canadians as a separate Equity-Seeking category?

### Core Themes/Findings Emerging from the Responses

1. [EEA ADDRESSING HISTORIC AND SYSTEMIC BARRIERS FACED BY BLACK CANADIAN EMPLOYEES](#)
  - Ensure experiences, training and skills of foreign training professionals are recognized
  - Provide incentives for organizations/employers to follow the spirit of the EEA
  - Historic and systemic barriers require a long game approach. Their impacts can be generational. The exercise now should be to take the recommendations coming in so that historic and systemic barriers can start to be eradicated over the coming years.
  - The Act could include and acknowledgement that systemic racism has been in Canada for a long time and still exists
  - Give organizations leeway to use strategic hiring methods that gives priority to people with disabilities or black employees, etc.

- The Act should include scope/provisions that are national in character so that even at some of the Provincial levels, all Provinces face the issues the EEA is trying to deal and they are understood and accepted.
- *(Example given of how many of the things seen in Nova Scotia could not happen or be considered in Quebec because there is no such accountability from the Provincial Leadership. There is no acknowledgement of systemic racism and such and so many organizations trying to fight this are frustrated because the Govt. doesn't recognize it.)*
- Racism in Canada is subtle and deadly. Look what we discover years later with the First Nations! It is shameful. Not only is racism entrenched in the Canadian system, but it benefits from the division among black people. (Solange). The barriers expressed must be overcome through appropriate education on the subject as well as consideration of the past to prevent the same mistakes from happening in the future.

## 2. COMPELLING REASON

- The contribution that the black people made to Canada even before it was a country as was noted at the opening of the session along with the acknowledgement of the land ownership by the Indigenous people is a compelling reason on its own
- The wording says Black Canadians but it should include African immigrants and other black immigrants as well who after the Asians make up, the 2nd largest immigrant group and therefore this would be another compelling reason to be identified as a separate equity-deserving category
- Consider the framing of the language - as people might have different understanding of black Canadians.
- Black Canadians experience more discrimination and anti-black racism is more rampant therefore we should not be put together with other groups.
- We need data on Black employees - we know our experience anecdotally, but data is needed to keep track. The EEA has worked for other equity-deserving groups such as women and the 2SLGBTQ+ community and it is largely because of data and the ability to track it.

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK WOMEN)

### Area I: Redefining and Including Equity Groups

1. What is a compelling reason for identifying Black Canadians as a separate equity-deserving category?
2. How should the EEA address the historic and systemic barriers faced by Black Canadian employees as well as the persistence of anti-Black racism impacting equality in the workplace for Black women?

### Core Themes/Findings Emerging from the Responses

#### 1. COMPELLING REASON

- The lived experiences and history of Black Canadians is different from other racialized groups
- Employers can discriminate or not hire Black employees because they have other “visible minority” employees. There is dangerous because there is a strong sense of anti-blackness and the preference of hiring always goes to a ‘model minority’.
- The experiences of black Canadians born here and those of black Canadians that immigrated here are also different though they face many similar issues.
- Understanding what black Canadians have been through and understanding the past and potential future impacts of racism on their social, economic, political, environmental, and overall participation and wellbeing are compelling reasons
- Black is not a Monolith and if you are going to have a separate category for “Black Canadians”, you need to do it in a way that will *do no harm*.

#### 2. EEA ADDRESSING HISTORIC AND SYSTEMIC BARRIERS FACED BY BLACK CANADIAN EMPLOYEES

- Addressing systemic matters should be translated into policy and actionable items
- Policy that is directly centered around supporting black Canadians, black women rather than systems that vaguely support marginalized, racialized folks in general needs to be more specific
- The definition of equity needs to be reworked and re-worded. One black person employed in an organization does not mean Equity
- It would help, if we have administrative panels where black employees can channel complaints and have an Ombudsman sort of body that can be a mitigation body to field complaints. If one does not feel comfortable with making complaints to their organization, they can go to outside of the judicial system to vent essentially
- Employers must be monitored by the EEA in the hiring of employees

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK LGBTQ2+)

### Area I: Redefining and Including Equity Groups

1. How should the EEA address the historic and systemic barriers faced by Black Canadian employees as well as the persistence of anti-Black racism impacting equality in the workplace for Black LGBTQ2+ employees?
2. What is a compelling reason for identifying Black Canadians as a separate Equity-Seeking category?

### Core Themes/Findings Emerging from the Responses

#### 1. [EEA ADDRESSING HISTORIC AND SYSTEMIC BARRIERS](#)

- There needs to be very specific language in the EEA that references, black Canadians and references the unique nature of anti-black racism.
- The language of intersectionality should be also be noted and the intersection of Black and LGBTQ2+ location should be highlighted
- There is a compounding marginalization at the intersection of black and queer but also a cumulative location for activism and leadership in that space
- Some recognition both of the complicated marginalization of queer black identity and the remarkable leadership roles that have come out of that that identity might need be to be acknowledged

#### 2. [COMPELLING REASON](#)

- When we talk about racism, these days we talk very specifically about anti-black racism, because in North America and elsewhere, in the diaspora the historical reality of black peoples is very unique to them and their history and has created very unique hostilities and exclusions in this society for black people. This is unique for black people, not for dark skinned people, not for immigrants but for black peoples, no matter where they come from. So, there is this thing called anti-black Racism which is real and powerful and it affects black people principally.
- To simply group black people in with titles like minorities, dramatically undermines the discourse around the unique challenges that people in this country have experienced really just ignores that history.
- It opens up the possibility for other equity seeking groups to exploit the lack of attention that black racism is receiving and pursue equity objectives for their particular people to the detriment and the furthering disadvantage of black folks.

## SUMMARY OF RESPONSES, EMERGING THEMES (PERSONS WITH DISABILITIES)

### Area I: Redefining and Including Equity Groups

1. What is a compelling reason for identifying Black Canadians as a separate equity-deserving category?
2. How should the EEA address the historic and systemic barriers faced by Black employees as well as the persistence of anti-Black racism impacting equality in the workplace for Black employees with disabilities?

### Core Themes/Findings Emerging from the Responses

#### 1. COMPELLING REASON

- White supremacists do not value the blacks at all
- Black people do not need to self-identify, our skin identifies us and makes us a target.
- There is a history of slavery and anti-Blackness and our current institutions continue to uphold this racism towards Black people

#### 2. EEA ADDRESSING HISTORIC AND SYSTEMIC BARRIERS FACED BY BLACK CANADIAN EMPLOYEES

- It should take the matter more seriously since blacks face most barriers than any other race and employment opportunities are very low for them
- EEA should have a Task Force to address
- Punishing those that break the law through racism would be something that would deter others from practising it
- Anti-Blackness and the legacy of slavery continue to shape our institutions and workplaces. EEA needs to provide awareness of this history.
- The Act also needs to do more to address the informal opportunities (social networks) white employees receive (i.e., deals over golf/beer). Black people, particularly those with a disability, do not get this opportunity. Having an Act without avenues for redress is useless



## AREA II: SUPPORTING EQUITY GROUPS

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK ORGANIZATIONS)

### Area II: Supporting Equity Groups

1. What barriers do Black Canadians face in the workplace? How does Anti-Black racism manifest in the workplace?
2. What are the principal aspirations of Black employees? What does Black employees flourishing/thriving in the workplace look like?
3. What must employers do to enable Black employees to flourish/thrive in the workplace?
4. What role must the EEA play in promoting Black-positive equity measures toward equality in the workplace?

### Core Themes/Findings Emerging from the Responses

#### 1. BARRIERS AND ANTI-BLACK RACISM IN THE WORKPLACE

##### ***Black means you occupy a different dimension in the workplace***

- Corporate culture is not conducive to diversity. There's a lack of rigorous monitoring and reporting on the practice of diversity
- Blacks are typically not felt to 'fit in' with the environment/work culture. Many blacks experience "imposture syndrome" in an organization. Sense of identity and self-esteem are reduced.
- Upward mobility is not guaranteed. Black Canadians are often denied promotions and advancement compared to other groups – despite having the qualifications, based on ambiguous reasons such as "not being a good fit with the organization".
- They promote non-black people who have less education and experience.
- There are limited networking (learning and advancement) opportunities for blacks.
- We are isolated / ostracized when you speak up and that discourages people speaking when they encounter challenges
- Black immigrants may not have sufficient orientation to navigate for equity concerns in the workplace.
- Managers and co-workers hold negative views about equity hires
- Managers engage in equity recruitment solely for statistical reasons, not because they believe in diversity.
- Entrenched racist HR practices in the federal public service are principal barriers. Board interview panels are not diverse. The interview process is not culturally sensitive.
- Cultural expression is viewed negatively in the public service. In places like Nova Scotia where there are historical communities, names can be a barrier if it is associated with the community that has some notoriety.
- Black employees are constantly underrated or evaluated in the public service to keep them out of talent pools
- Some public sector managers refer to Black employees as a category such as BIPOCs and not by their names showing a total lack of respect for our humanity and individuality.
- Priority clearance in the public service is a barrier to access

##### ***You can't escape inequality***

- Black employees face discrimination at every level in all sectors. There's no enforcement for "equity" to thrive. For example, some names sound "too black". The applicant never moves beyond the screening stage or beyond some predetermined "equity" scale.

- There are systemic / eco-system barriers – not just firm-specific ones.
- There is poor/inadequate valuing and recognition of foreign (non-Canadian) qualifications and experience. Foreign qualifications and lack of Canadian experience mean you get an entry-level position if you are lucky. Typically Blacks also need much more qualifications and certification than whites to be allowed in the 'club'.
- Some industries are very difficult to enter, e.g., aviation. Specific sectors are still under-represented by blacks.
- Higher level positions are not occupied by blacks.
- Problems experienced by black youth in the school system, carry forward into the workplace. For example, racial stress or trauma.
- Interviewing and onboarding process is not inclusive. What questions are being asked and how are they relevant to the position can be problematic
- Organizations allow you to apply/compete for jobs, then tell they cannot take you because they are giving the chance to the in-house staff
- Employers take on people for short contracts and can then report that they hired blacks, then let them go after a short while. **EEA goals promote tokenism and check boxing rather than meaningful change.**

***You don't look like we do – can we trust, change, or defeat you***

- Black Canadians face many micro-aggressions, lack of camaraderie, and other adverse events in the workplace that do not simply disappear. These events affect the mental health of the black Canadian worker.
- Lack of trust between the prospective black hire and the employer. They see "colour before skills".
- You are stuck in the job with a minimum chance of promotion even if you have better qualifications. Sometimes they tell you are too qualified
- Black women face both sexism and racism.
- Black Canadians needs to work harder than non-blacks and do not get the commensurate recognition.
- Black teachers are overtly not supported in the school/workplace and not promoted or valued in the workplace ... the environment becomes so disheartening Black teachers leave schools.

***Prevalent cultural tropes and stereotypes reinforce workplace inequality***

- Black men are considered "aggressive" and often face stronger discrimination than black women – who are perceived as "nurturing" but also "angry".
  - Stereotypes precede black hires – are they capable of doing the work?
  - Anti-black racism manifests through negative attitudes from the non-black colleagues who have preconceived ideas about the capabilities of black men and women in the workplace.
  - Lack of trust or faith in the black person's ability to manage funds – nothing is said directly but the managers body language changes when dealing with black employees who have to handle money (even in an accounting job).
  - Assuming someone's name correlates with their skin colour.
  - Fear of Black people/seen as threat e.g., "funny" looks in elevator
2. [PRINCIPAL ASPIRATIONS AND BLACK EMPLOYEES FLOURISHING/THRIVING](#)
- We want to be treated equally – Black Canadians want their humanity to be valued: a work environment that is supportive, that is respectful of diversity
  - Our education, experience, and skills should be recognized as valid. We want an equal opportunity to grow professionally and not to be held back because of skin colour

- We want changes in the mindset of all employees about how they regard black employees.

### 3. EMPLOYERS ENABLING BLACK EMPLOYEES TO FLOURISH/THRIVE

- Management needs EDI training, particularly anti-black racism.
- Organizations should establish Employee Resource Networks and Diversity and Inclusion groups for employees. The sponsors of these groups need to be diverse as currently they are all white
- Have Policies that do not condone racism, targeting and bullying etc.
- Ensure the Heads of Departments set the tone of no racism and let them set an example for those below them
- Make environments that blacks can enjoy that are anti-racist
- Give all employees an opportunity to grow
- Realize that one size does not fit all and diversity should be allowed to thrive
- Ask their black employees what it would take to make them thrive
- Have training for the employers to acquaint them with who their black employees are and their strengths

### 4. ROLE OF EEA PLAY IN PROMOTING BLACK-POSITIVE EMPLOYMENT

- Some participants questioned the very essence of the EEA, noting that it was only created to provide a funding avenue for businesses. It has never been taken seriously by organizations as a means of promoting equality for Black Canadians in the workplace
- There is no accountability. Legislation is in place but there is no evidence of enforcement
- The Act has little to no teeth – many private-sector employers are exempt from it.
- Ensure that there are more blacks in the decision-making positions, senior positions – that is where you as a black person can show your capabilities.
- There is no arbitration process in most organizations.

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK COMMUNITY MEMBERS AT LARGE)

### Area II: Supporting Equity Groups

1. What barriers do Black Canadians face in the workplace? How does Anti-Black racism manifest in the workplace?
2. What are the principal aspirations of Black employees? What does Black employees flourishing/thriving in the workplace look like?
3. What must employers do to enable Black employees to flourish/thrive in the workplace?
4. What role must the EEA play in promoting Black-positive equity measures toward equality in the workplace?

### Core Themes/Findings Emerging from the Responses

- [BARRIERS AND ANTI-BLACK RACISM IN THE WORKPLACE](#)

#### *You can't escape inequality*

- Implicit and systemic bias starts from the interview space. For example, your name is a barrier to getting the job. Systemic racism in the hiring and retainment process - based on white supremacy. It is designed for white people and not BIPOCs.
- The barrier starts right from the time we have applied to the job and we do not get called in for interviews.
- There is a whole negative association and tokenism around equity/affirmative hires that impede our progress
- Despite equity provisions, harassment policies and unions, black employees are still not hired. We need policy at the federal level to legislate this
- Employers tend to tick the boxes for inclusion and equity, but not real gains are achieved.
- In many organizations Black employees are hired as temps- these are precarious situations with high turnover rates. The only people who stay there long and receive recognitions such as 'longevity' awards are White employees.
- Barriers for Black people are rooted in colonization and historical marginalization
- Black hiring managers sometimes fear hiring Black employees because they do not want to be seen as favouring their race - this pressure is not experienced by others
- There are not enough people or diverse people on the selection panels in pro-diversity embracing ways.
- The ways we speak, dress, culture, etc. are used against us. We are made to feel excluded. Our skills are in Promotions are a challenge. You may train people to do work that you've been doing for a while but you never get the job, even when interviewed and then you end up having to train the person who won it. These things are meant to demoralize and make people feel that they're not competent.
- Manifestation of anti-black racism happens in explicit and subtle ways and are not called out by supervisors and managers.
- The corporate view of diversity is 'white women' rather than all equity-deserving groups

#### *Representation matters*

- Some black employees are afraid to speak up because they fear losing their job or being overlooked for promotions.
- Double standard: We are treated differently when it comes to dress code - Black women are told their attire is inappropriate even if they are wearing the same things as a white colleague.
- The only way that the Black Canadian might advance is if there is another race that they belittle even more
- Employers might not be aware of what happens to the employees and they need to become educated so, but they can better serve the diverse community that includes African Nova Scotians
- Undervaluing of qualifications  
A main barrier is a lack of support for black workers, lack of mentorship and validation of black workers. People may resent designated positions- think qualified people are not being recruited. This is also anti-black racism when it involves a black hire.
- Black people do not receive training or opportunities to upskill for bigger jobs. These systemic barriers must be challenged in legislation. We need concrete steps. It needs to be laid out somewhere that if you do not follow this, then you are breaking the law.
- How do you police anti-black discrimination where there are very few black Canadians working in an organization. The fact that there are that not many people who look like you within the organization or in upper management levels is also a barrier. How can you prove discrimination if you're the only one working in a white supremacy / hierarchy situation?
- The Union even in the Federal Government seems to be for white people. It is a cycle of white supremacy. Using the equity and inclusion lens may get blacks in the organization but other races are training their staff to use the equity and inclusion so they can beat us in those jobs.

- [PRINCIPAL ASPIRATIONS AND BLACK EMPLOYEES FLOURISHING/THRIVING](#)

***Asset-based work environment***

- A safe place to optimize and utilize skills and talents; safe from microaggressions with equal opportunity for growth and progression
- Recognition of the contribution of black employees. Most of our work goes unrecognized or is stolen/given credit to someone else. The workplace sometimes feels like a battleground when you are Black.
- An environment that supports our mental wellbeing
- Protection of Black employees from all forms of discrimination
- To not be victims of prejudices and stereotypes. Additionally, members of the black community want to be judged for ability, not ethnicity.
- Anti-oppression lens and high trust workplace that allows you to be your full self
- Having supervisor or leadership teams represent our worth for leadership or mentorship, promotion etc. To be treated for growth access like everyone else - not preferentially but equally.

- Respect in the workplace - treating Black employees with dignity , a space where visible difference is not unequal or inferior
- Freedom to be creative and express ourselves and do the work we are hired and competent to do instead of experiencing racism
- There should be clear paths of career progression for all employees and an accountability framework for everyone
- They want to be valued for the work that they're doing, to get to measure it, pay for that and then to get the promotions and have the opportunity to grow and develop their skills in their capacity
- To thrive in the Federal government the private sector, black people have to identify with white people in their organizations and “act like them” to flourish. Black people want their assets and talents to count for their success.
- ***Workplace with equity policy is put into practice***
- More opportunities/support for Black enterprises and organization
- Safe space to express discrimination and experiences in the workplace
- Black employees should not have to repeatedly recount occurrences of racism
- The employers should be held accountable when blacks employment progress is unequal to that of other races
- Black employees want to integrate successfully into the fabric of what makes the workplace succeed
- Black employees are growing, their economic situation is improving, they're dreaming, they have visions for their life, they're in an environment where they feel welcomed and valued and contribute fully.

- EMPLOYERS ENABLING BLACK EMPLOYEES TO FLOURISH/THRIVE

***Accountability is key***

- Provide mentorship opportunities
- Fair and transparent hiring and promotional processes
- Recognizing the contribution of Black employees
- Valuing the experience and education of internationally trained professionals
- Taking racial microaggressions seriously and ensuring Black employees are supported
- Creating an inclusive and welcoming environment
- Recognizing Black employees who are Francophone -there are many barriers this group experiences
- Create spaces for conversations about race for all groups. Supervisors and senior leaders should be trained on EDI and creating a respectful/inclusive workplace. There should be a “lens” through which an organization is assessed – clear standards and an accountability framework so black employees know what criteria to meet and the organization must meet compliance or face sanctions when black employees’ growth and development are constantly overlooked.

- There should be mandatory training in all areas of diversity and where it intersects as well with other minorities. People can be educated on what is offensive to black employees and other visible minorities.
- The culture of all federal and private sector organizations should be a deliberate and evident upholding of diversity. It may help if there are Champions to push, monitor and support the accountability framework and keep management and leadership accountable.
- There should be a long-term strategy to study how organizations are doing at the present time, then to be reviewed after 3 years and after 5 years to see whether the experiences for the black employees have changed and the employers need to be held accountable to the changes that they have made
- In some cases, black employees require special measures for real equity (*substantive equality*) to be experienced in employment, e.g., specialized programmes to get them the tools they need and employers to intentionally attract
- Help to improve black employees' performance, mainly for immigrants by providing training for them
  - Black immigrants at times get into trouble because they don't know how to do what is expected of them; a soft landing for black by giving them an orientation
- It would be good to have a federal database or portal where one can go report cases of discrimination against employers across the country so that the Federal Government can get a sense of the cases that are happening to black employees
- There is a lot that Government can provide black people to work well, requiring a non-discriminatory work environment, fair treatment of all employees, including the black ones etc.
- Anti-black racism is often experienced in the workplace, and Employers should not allow it
- Black employees, especially Immigrants, often find they lack adequate knowledge of what is expected in the workplace. The Employers should make the expectations clear and provide the necessary knowledge for the black immigrant employees
- For blacks to work in a Fed, the job they needed a free hand to express themselves and for them to be well represented
- There often seems to be a hunger to find fault by employers, and there should be an absence of suspicion. Errors are highlighted, but any good work seems to go unnoticed
- We should be well respected in the workplace, and our education should count
- Govt should put in place measures to remove intimidation and unnecessary reporting of everything small done by black employees because sometimes the blacks, especially immigrants, are noted to be well educated and there seems to be a fear that they want to take over, so they keep them down
- Getting to the top or climbing in the organization is very hard; sometimes, white people will be hired just because they are white, and this shows anti-black discrimination and racism

- Give black people, especially Immigrants, the time to adapt to the system
- 

- ROLE OF EEA IN PROMOTING BLACK POSITIVE EQUITY

- There is need for total accountability from Government in terms of representation of ethnic groups.
- Data collection should be made mandatory within government and there should be accountability for its publication. This will bring about transparency.
- One of the things that implementing the Equity Act can do is recognize that there has to be a separate category for black Canadians as for the Indigenous and First Peoples
- When it comes to the Equity Employment Act, we really must distinguish between African Nova Scotians and every other culture minority group
- There should be strict enforcement of the Act
- The employment system was predominantly set up for white people, both the Canadian white people and immigrants from Europe who come in and easily sail up the ladder. Black people and other immigrants struggle to navigate this system. For example, French is required for most Federal Government jobs, even in Provinces whose language is mainly English. Most black people will be eliminated on this point, as they would not have done French at school and very few are bilingual. Black kids in Canada are marginalized from Elementary school and many of them will drop out by High School.

#### *Accommodations allows access*

- We need to make accommodations, and we need to look at the systemic disadvantages and barriers inside the system when we're looking at accommodations for black employees, including recruitment, hiring, retention, training, promotion and so on
- There need to be very strong mentorship programs where you start looking at people before they're graduating from school, and then you mentor them through school and then bring them in hiring them. Support them with mentorship, you know, give them the training, move them through the system so it's just a whole program, and inside of that the accommodation will happen, because you are looking at the person holistically
- You must be able to assess a situation and say this is a single mom or a single dad, and maybe they can't come to work at 730 or eight o'clock, but they can come to work at 930 so flexible times are provided. We are looking at now hybrid work - lots of people working from home. We have to look at inherent biases within that How do people actually get support, how do they get promoted through the system, and so on. The systemic barriers need to be looked at

## SUMMARY OF RESPONSES, EMERGING THEMES (EDIA PROFESSIONALS)

### Area II: Supporting Equity Groups

1. What barriers do Black Canadians face in the workplace? How does Anti-Black racism manifest in the workplace?
2. What are the principal aspirations of Black employees? What does Black employees flourishing/thriving in the workplace look like?
3. What must employers do to enable Black employees to flourish/thrive in the workplace?
4. What role must the EEA play in promoting Black-positive equity measures toward equality in the workplace?

### Core Themes/Findings Emerging from the Responses

#### 1. BARRIERS BLACK CANADIANS FACE IN THE WORKPLACE

- There is a feeling that we are not well educated. People assume blacks are equity hire.
- Black women face inordinate attention and pressure about their appearance. Black women with straight flowing hair seem more palatable or acceptable and less intimidating. This hyper-focus affects our self-expression, e.g.; any change of hairstyle brings attention/questions not usually directed to non-black women.
- Appearance seems to be linked to competency and it is an area of how anti-black racism is manifested in the workplace
- Unrealistic assumptions/ demands are made: Black workers are often expected to be the voice for all black communities and expected to know everybody in the community- black people's business, character, communities etc.
- Black workers are expected to represent all the blacks, to be the voice and know-it-all about anything black, and there is pressure to be representing all blacks
- You see a representation of Black people in low-paying jobs but in management positions or high-paying jobs, there is less representation. The higher you go, the less Black people you see.

#### 2. PRINCIPAL ASPIRATIONS AND BLACK FLOURISHING/THRIVING IN THE WORKPLACE

- Black organizations want to be mentored on par with non-black employees and entrepreneurs as we struggle in the workplace
- We want to be paid at the same level as non-blacks for the same category of jobs and not treated as cheap semi-skilled labour.
- Flourishing means: Black Canadians feeling empowered., Black Canadians in all levels of an organization Black people on the board of directors. Black Canadians are free to be their authentic self. Black Canadians are appreciated and celebrated as employees in leadership roles

#### 3. EMPLOYERS ENABLING BLACK EMPLOYEES TO FLOURISH/THRIVE

- Collect race-based data; analyze and use it to advance Black equity in the workplace
- Address anti-Black racism in the workplace
- Train on EEA and rights of employees
- Training on EDI and anti-Black racism for HR, hiring managers and entire staff

- Provide an afro-centric framework that might be different from what is common in the workplace
- Find out within an organizations culture, what are the experiences of black employees and other races to showcase the opportunities/strengths of a multicultural Canada
- Provide for employees' mental health and wellbeing is taken care of e.g., asking for a mental health day and wellbeing consideration and it should not be used against people
- I think it's a system effect. It's ignorance (not to say ignorance), apart from the laws, action should be taken to change mentalities / raise awareness / influence people's perception by making different cultures known and by valuing the skills of 'somewhere else. I find that the immigration policy is out of phase with the understanding of the population. (Massitan Kone)

#### BLACK-POSITIVE EQUITY MEASURES TOWARD EQUALITY IN THE WORKPLACE

- The EEA Act is great but unless you have enforcement or oversight in place to ensure it is followed, it will not achieve much
- The EEA needs to take anti-black racism seriously and there needs to be a way to hold employers/ organizations accountable
- Make it mandatory for recruiters/HR/Hiring managers to know what anti-black racism is and how it manifests itself in the workplace "
- Simplify and track reporting on violations/ discrimination in work place practices .
- It should be mandated that all organizations with or without black employees need to be aware of the EEA

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK WOMEN)

### Area II: Supporting Equity Groups

1. What barriers do Black Canadian women face in the workplace? How does Anti-Black racism manifest in the workplace for Black women?
2. What are the aspirations of Black female employees? What does Black female employees flourishing/thriving in the workplace look like?
3. What must employers do to enable Black female employees to flourish/thrive in the workplace? And what role must the EEA play?

### Core Themes/Findings Emerging from the Responses

#### 1. BARRIERS

##### *We're here and not hair*

- There are daily racial microaggressions, disrespect, and unwelcome focus on our appearance and physical attributes. (There were endless accounts about unwelcome attention and questions about black hairstyles, and push back or reticence is viewed as being emotional and aggressive)
- Barriers include always having to present self in specific ways so to appear non-threatening, or non-dominating or not grouped as angry
- The duality of being a woman (gender inequality) and Black creates a lot of barriers – intersectional analysis is needed
- Anti-Blackness is not taken as seriously as other discrimination such as discrimination towards Indigenous and 2SLGBTBQ+ communities
- Standing up for yourself or creating boundaries leads to being labelled as 'the angry Black women'. This dovetails to working more and experiencing more burnout/exploitation
- A lot of conflict is caused by white women who cross lines of appropriateness and think that they've done nothing wrong, and even if you try to tell them that it's not okay.
- Most times you are the only Black woman and there is a pressure to code-switch in order to cope with imposter syndrome
- Immigrant women are expected to change their accents in the workplace and it seems this is at times a yard stick in the job. Black men deal with this too but it is worse for black woman.
- You have to work double hard and still your voice is not heard. Our suggestions are ignored when we make them, repeated /echoed by white colleagues and they are brilliant! Your worth is never openly acknowledged. If you are the only black person, it is very hard for you to fit in.
- Employers rely on us when they need some things but exclude us for certain things. You never, ever feel as if you are genuinely included. We're always on the outside and looking in.

##### *People see us as lower value*

- We have a lower earnings gap, in comparison with everyone: other women, people of other races and black men.
- Being a black person and a woman is like a double-edged sword, they look at black women as being passive people who perform unpaid reproductive labor.

- Black men can sometimes minimize the struggles of Black women because they sometimes encourage you to accept the poor condition - they do not advocate or be allies in our struggles in public (the system forces us all to accept our struggles)
- As a black woman in the workforce, you always have to prove yourself over and over again. Your qualifications and experience do not matter. There is an expectation that black women have to be led and told what to do, even after you proved yourself and you are outperforming your colleagues. This also includes having your work doubled checked even when you are the expert. It does not happen to others.
- People do not acknowledge you in meetings or groups, or automatically assume that you are lesser staff or a support to the non-coloured staff.
- A manifestation of racism is assigning or volunteering a black woman to anything to do with blacks and then we are vilified or deemed aggressive or reported when we object. We should be able to choose based on interests.

### ***Representation and recourse matter***

- Organizations talk about diversity and empowering black people and yet never hire any full-time black employees e.g., full time faculty black employees in a university.
- Applying equity, diversity and inclusion does not apply to opening avenues for black women to register and escalate workplace grievances without consequences. The work culture is toxic for black people and black women.
- Black women are usually denied positions of responsibility/ decision-making. We should not be screened out of interviews or denied opportunities because of our names (that someone does not take the time to learn to pronounce) or our appearance.
- Black women feel scared to speak up for fear of jeopardizing chances of potentially getting a job or promotion.
- People experiencing racism and reporting it or speaking out about it, then they become a target within their workplace such that they make it hard for to stay on and they end up leaving.
- Women who leave to go on maternity typically do not find their jobs when they return.
- Black women have families that include grandparents and elders for which we are sometimes principal carers. We cannot get time off to look after an important family member because they are not considered family as defined by the Code.

- Ideal workplace is where Black women do not have to question if what is happening to them is because they are Black women. There is trust and acknowledgment of responsibilities of being Black women
- Equal pay - Black women are often underpaid. Salary increases should be annually considered.
- Transparency - naming it what it is -call it anti-blackness
- Opportunity to showcase talent/skills and not a place where we are criticized for who we are or micromanaged
- Getting credit and accolades for the work we do - not the managers or others who review it and take credit for it.

- Having enough people of color in positions of power, especially black women, and in every sector, seeing more representation of black people
- More opportunities to enter organizations at entry level and more opportunities for growth and promotion
- Access to same opportunities, promotion, leadership positions, compensation, awards, as other colleagues, either men or women from other races, as long as we are all experienced and qualified in the space.
- To be recognized and supported by their organizations, not be token employees
- Thriving would include relief from the pressure to assimilate. Thriving would also mean being able to be authentic, and comfortable in our own skin, hair and dress in the workplace. Thriving would be any position open to female employees without excuses like "this is not what I meant"
- More black females in the workplace, more in leadership positions and being role models to younger women.

#### ASPIRATIONS AND FLOURISHING

- Involve black women in supporting pro-black employment equity
- Add the EEA to HR policies so everyone is aware
- Establish a diversity and Inclusion branch or committee that reviews the Act and provides updates
- Evaluation of the recruitment, promotion, and retention of Black women
- Going over policies in team meetings especially if there is an update to the policy.
- Workshops/training opportunities

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK LGBTQ2+)

### Area II: Supporting Equity Groups

1. What barriers do Black Canadians who identify as LGBTQ2+ face in the workplace? How does Anti-Black racism manifest in the workplace for Black Canadians who identify as LGBTQ2+?
2. What are the aspirations of Black LGBTQ2+ employees in the workplace? What does Black employees who identify as LGBTQ2+ flourishing/thriving in the workplace look like?
3. What must employers do to enable Black employees who identify as LGBTQ2+ to flourish/thrive in the workplace? What role must the EEA play?

### Core Themes/Findings Emerging from the Responses

- There is real dramatic hostility towards people with racialized and other marginalized ideas. People who live in the intersection of these identities have circumstances that are even more challenging, particularly in the case of people who are black, so it's really minority within minorities.
  - A black individual is a minority within the queer community, and in the queer community, they are a minority because of being black. In terms of being black and queer, there is a sense in which that identity is very fraught and there's challenges of being in that location from both communities.
  - Within the larger community, they are an excluded group who have unrelenting hostilities directed at them, because of the intersection of these roles
  - Hostility in the workplace, microaggressions gendering, heterosexuality and heteronormativity are complicated by kinds of racial stereotypes.
  - Hostility exists in the workplace. Black people in the workplace are expected essentially to embody the equity, diversity and inclusion work that is being advanced in the workplace. Whether it's being asked to serve on panels, serve on committees, lead the equity diversity and inclusion initiatives, this adds the burden to our roles in the workplace and just because we're black and queer doesn't mean that we necessarily have the capacity or the expertise to lead and facilitate these kinds of works, but we find ourselves asked and oblige.
  - Black people from the black LGBTQ2+ community are often stigmatized by the world of work. She is misunderstood as a front of the LGBTQ2+ community. These people are sometimes victims of homophobia. The stereotypes present in the world of work are very annoying for black people who are part of the LGBTQ2+ community.
- 
- Black queer folk in the workplace would like to be seen in the intersection of their identity. We are sometimes too black to be queer and too queer to be black, so there is this sense of operating in the zone of invisibility
  - There are people who are queer and black and don't want to be completely ignored in their intersections. There are some who'd like to be completely ignored in their intersections, and be allowed to quietly do their work in obscurity. The greater desire for some is to just avoid all together being seen. This may be a reaction to the hostility in the workplace

- We want to be black and to be queer without being subjected to micro and macro aggressions, **without necessarily having a burden to lead equity, diversity, inclusion work in the workplace**
- We don't want to stand out as an oddity or a special case, or even a celebrated case, because of the bravery or courage, or challenge of their lives
- Individuals want to be their authentic selves in the workplace without editing.
- Black people in the LGBTQ2+ community are forced not to attract attention around them to avoid problems. Black people from the LGBTQ2+ community are sometimes forced to quit their jobs due to difficulties with certain homophobic work partners. This therefore makes the development of black people in the workplace much more complicated.
- Black employees need to have another way to report concerns. Black LGBTQ2+ employees need another way to report homophobia. There is no system in place in HR for this kind of problem. It's heartbreaking because it's a shame that people reach leadership positions by being homophobic. Employers should therefore eliminate all kinds of homophobia at all levels of management to avoid injustice. HR should also implement punitive actions towards racist and homophobic people in companies.

## SUMMARY OF RESPONSES, EMERGING THEMES (PERSONS WITH DISABILITIES)

### Area II: Supporting Equity Groups

1. What barriers do Black Canadians with disabilities face in the workplace? How does Anti-Black racism manifest in the workplace for Black Canadians with disabilities?
2. What are the aspirations of Black employees with disabilities? What does flourishing/thriving in the workplace look like for Black employees with disabilities?
3. What must employers do to enable Black employees with disabilities to flourish/thrive in the workplace? What role must the EEA play?
4. What role must the EEA play in promoting Black-positive equity measures towards equality in the workplace for Black Canadians with disabilities?

### Core Themes/Findings Emerging from the Responses

#### 1. BARRIERS FACED IN THE WORKPLACE

- Being black and being disabled is like a crime even though disability does not mean limitation
- We face a lot of discrimination, harassment, and racial microaggression (daily) leads to compromised wellbeing and taking time off from work – loss of productivity
- Not given the opportunity to showcase themselves
- At the time of promotion, black PWDs are skipped over because of their skin colour. White people that are juniors will be promoted over the black person
- It is very hard for disabled people to find jobs
- Many Black employees with invisible disabilities do not disclose such information.
- (One PWD discussant said he once went for an interview and was told there was no place for him there. He asked and was told it was because he was because of his disability. His resume was not considered. He knew other disabled people at the organization weren't hired because he was a black disabled person.)

#### 2. ASPIRATIONS, FLOURISHING AND THRIVING

- Awareness and understanding i.e., training, webinar, etc. for all employees
- People with disability are not be treated differently - they are included and respected
- The workplace honours and respects diversity and inclusion lead to the flourishing of all employees
- Seeing black people with disabilities hold high positions and not being segregated
- Having the freedom to be treated like normal human beings
- Thriving would mean not always being so careful about making a mistake. For black disabled people you have to be over careful at all times and you are not allowed to make any mistakes.
- Situations are harsher for blacks because Managers are keen to find faults in anything that the blacks are doing. Thriving would be when you do not feel like the employers are looking for faults

#### 3. ROLE OF EMPLOYERS

- It would be good to have a 60/40 mix of whites and blacks respectively or a larger number of blacks in the organization and for black employees to be given more responsibility. Few that get into the organization should not be given menial jobs only.
- Starts with HR - they should create training that provides awareness on visible and invisible disabilities
- There are many people with invisible disabilities, and they do not disclose it to their employers. These individuals would experience a flourishing work environment if all staff were aware of those disabilities and how they impact people (no need to disclose the disability)

#### 4. ROLE OF EEA

- Task force set up to monitor compliance and enforce the Act. The Taskforce should meet black employees to find out what is happening in the workplace.



AREA III: IMPROVING ACCOUNTABILITY, COMPLIANCE AND  
ENFORCEMENT

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK ORGANIZATIONS)

### Area III: Improving Accountability, Compliance and Enforcement

1. How can the EEA foster employer compliance with Black-positive equity and anti-Black racism measures?
2. What kinds of penalties should be imposed on employers guilty of anti-Black employment practices?

### Core Themes/Findings Emerging from the Responses

#### 1. EEA FOSTERING EMPLOYER BPRO-BLACK EQUITY COMPLIANCE

- There are currently no penalties, hence an unenforceable act is a useless act.
- Carrot and stick approach with penalties where there is no compliance and incentives where there is compliance
- Positive reinforcement - incentives for complying with the act
- Additional funding for EDI programs
- Customized supports / follow-up to help organizations/employers breaking the Act
- Double-standard of EEA in public vs private workplace.
- Better monitoring and reporting. For example, not just how many black hires data on posts/promotions
- The EEA should impose quotas for people from the Black community. In addition, compliance with fairness measures should be rewarded while non-compliance should be monitored and sanctioned.

#### 2. PENALTIES

- Fines. Training. Accountability mechanism
- Mandatory, cultural diversity training "
- Public shaming of those companies/departments not meeting EEA goals.
- Positive incentives, i.e., national awards for those firms doing well in EEA.
- It may be difficult to enforce provisions as anti-Black discrimination is subtle in most workplaces and the human resources persons cover their decisions with reasons that are hard to disapprove
- To fight against employers known to have practiced anti-Black actions, drastic measures must be taken. First, tired of having where people found to have practiced immoral and racist practices must be sanctioned by a financial penalty or even a dismissal in case severe.

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK COMMUNITY MEMBERS AT LARGE)

### Area III: Improving Accountability, Compliance and Enforcement

1. How can the EEA foster employer compliance with Black-positive equity and anti-Black racism measures?
2. What kinds of penalties should be imposed on employers guilty of anti-Black employment practices?

### Core Themes/Findings Emerging from the Responses

#### 1. EEA FOSTERING EMPLOYER PRO-BLACK EQUITY COMPLIANCE

- Require documenting (on HR files) on employers / supervisors perpetuating anti-black racism and what corrective actions they must complete / have completed as a facet of their upward mobility/ progress in organizations
- The EEA is a very inclusive act and does not specifically address black inequalities. It has no power of enforcement – no sanctions for anti-black racism
- Require /collate quantitative/ quantitative data on status of blacks in the workplace
- Introduce sanctions/ rewards based on levels of employers' compliance
- There should be a public-facing dashboard reporting required by the EEA. People can be held accountable for how they are complying.
- The EEA can demand that employers clearly define what kind of employees they are looking for, thus with the job description it is not about employing someone on the basis of skin colour
- The EEA should have adequate teeth to ensure that employers are fair in recruiting and retaining black employees and ensuring that the same standards are applied in the recruitment process.
- Even the Government violates the act as it is hard to police and analyse its impact beyond words. Establish an accountability register - to show employers' accountability in measuring the black positive equity in the workplace at all levels of recruitment, retention, salaries, promotion, career development, mentorship, workplace wellbeing, training on EDI policies and procedures, training on registering grievances/violations/ actions taken on abuses/harassment etc.
- Identify which type of organizations (private or public sector) need fast track support or watchkeeping based on persistent violations e.g., if working in healthcare and/or social services, are frontline workers deterred from reporting Racial Harassment.
- An independent Ombudsperson position should be created for black people

#### 2. PENALTIES

- Legislated mandatory education and training.
- Tax breaks for compliance - Carrots and not just stick.
- Create a list of companies who violate the EEA (similar to the list WCB has)- Bad PR would motivate employers to comply.
- Organizations that have signed on for the Employment Equity Act should have their compliance status published annually
- Withhold funding for abusers of the EEA
- Lawsuits - especially with an independent Ombudsman

## SUMMARY OF RESPONSES, EMERGING THEMES (EDIA PROFESSIONALS)

### Area III: Improving Accountability, Compliance and Enforcement

1. How can the EEA foster employer compliance with Black-positive equity and anti-Black racism measures?
2. What kinds of penalties should be imposed on employers guilty of anti-Black employment practices?

### Core Themes/Findings Emerging from the Responses

#### 1. EEA FOSTERING EMPLOYER PRO-BLACK EQUITY COMPLIANCE

- Integrate a racial harassment policy - similar to the sexual harassment policy in every workplace
- Create incentives for Employers that follow through with the equity measures, the more recognition, and more funding they get, make it worthwhile for them to want to follow through with Equity measures
- Less focus on incentives and less focus on penalties. Employers tend to be more willing to comply because they are also getting something out of their being compliant with equity measures

#### 2. PENALTIES

- Introduce a temporary probation period where something has to be done to ensure the equity measures are followed through
- Link bonuses to employers meeting the employment equity targets"
- Impose a system of fines
- Create and publish a list of those organizations who break the act (naming and shaming)
- Introduce explicit policy around racism, particularly anti-Black racism

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK LGBTQ2+)

### Area IV: Improving Public Reporting

1. As someone who identifies as LGBTQ2+, what information updates would you require from your employer, if any, to better understand your rights under the EEA?

### Core Themes/Findings Emerging from the Responses

- EEA could give us a form for processing the data collected on equity compliance issues for black employees so we can go back to our communities to socialise the data
- Employers should also include respect for the rights of LGBTQ2+ people in their work values. Total protection of this community by the employer against degrading acts in the company.

## SUMMARY OF RESPONSES, EMERGING THEMES (PERSONS WITH DISABILITIES)

### Area III: Improving Accountability, Compliance and Enforcement

#### 1. How can the EEA foster employer compliance with Black-positive equity measures?

##### Core Themes/Findings Emerging from the Responses

- Conduct more spot-checks of organizations to see whether employment policies help black employees / black PWDs
- Establish quotas for numbers of blacks to get into the jobs e.g.,40% should be black
- Provide financial and emotional support for people who experience discrimination
- Fine employers that perpetuate racism
- Give an opportunity to those denied jobs to sue employees and get compensated
- The head of the Taskforce should be black to ensure they can look at the issue critically



## AREA IV: IMPROVING PUBLIC REPORTING

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK ORGANIZATIONS)

### Area IV: Improving Public Reporting

1. What kind of public reporting is necessary including metrics in order to drive compliance and accountability with respect to promoting Black-positive equity measures and eliminating anti-Black racism in the workplace?

### Core Themes/Findings Emerging from the Responses

- Data on the number of black employees in the organization broken down into gender
- This should include number recruited and number leaving as they may be recruited for short contracts and to show they meet the equity standards.
- Data sets should include:
  - Regular progress reporting on status of black employees.
  - Black employees educational attainment / work experience vs salaries relative to other races
  - Where black employees are located in organizations / employment levels and how these correlate with data from stats Canada
  - How organizations are complying with the EEA and advancing equity, particularly in relation to addressing anti-Blackness.
  - Identification of successful / good practice and modelling for wider replication.

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK COMMUNITY MEMBERS AT LARGE)

### Area IV: Improving Public Reporting

1. What kind of public reporting is necessary including metrics in order to drive compliance and accountability with respect to promoting Black-positive equity measures and eliminating anti-Black racism in the workplace?

### Core Themes/Findings Emerging from the Responses

- Government statutory reporting annually - Race-disaggregated data on percentages of people employed by category, education and work experience. Summary on actions taken to uphold equity provisions
- Audited EEA compliance reports to address both barriers and flourishing parameters
- Reporting on training given to the employers
- More precise information on role of Unions and how they can promote EEA provisions in eliminating anti-black racism
- Ombudsperson reporting on anti-racism complaints and actions taken.
- Data and reports that demonstrate increased productivity when employers focus on a diverse workforce
- We need to be very specific with data, and that's a huge challenge in Canada because the majority of the structural and systemic inequities are hidden in data so the government can justify, or systems or structures can justify allocation of resources, saying that well, we

give “racialized groups X resources.” Still, within those racialized groups, we don't know “who is who”. We don't know how much resources from the 10% or 20% that they allocated go into black communities, are going to black women, are going to black queer individuals or black to as LGBTQ plus communities, so we need to be very specific with that data

- The problem starts with the lumping and homogenizing of data, and that's how the majority of these inequities are being sustained because the evidence is hidden in data, so we need to separate when we say black, who are we referring to?
- Use infographics; on hiring, retention, promotion, pay scale, and pay gaps and show them juxtaposed with other designated groups, making it very graphic
- Show the intersections of black employees and their data
- Use and rely on the qualitative data and show it in a holistic way across generations, especially with pay equity and pay gaps; blacks seem to be frozen or retrogressing
- Current data of the Employment Act might help us to disaggregate the data on employment equity
- To promote the integration of black people into the workplace radical measures need to be imposed indeed black people have suffered under an apartheid system for so long therefore imposing laws that criminalize black discrimination is essential in order for blacks to thrive.

## SUMMARY OF RESPONSES, EMERGING THEMES (EDIA PROFESSIONALS)

### Area IV: Improving Public Reporting

1. What kind of public reporting is necessary including metrics in order to drive compliance and accountability with respect to promoting Black-positive equity measures and eliminating anti-Black racism in the workplace?

### Core Themes/Findings Emerging from the Responses

- Annual EDI reports on organizations' progress – showing compliance and defaults
- A list of organizations who are not in compliance with the Act or are not progressing in their commitment
- Reliable and active consultation and feedback mechanism on actions taken (such as this focus group)
- Disaggregated race-based data and employment trends for blacks.
- Report on measures organizations have taken to create Black-positive actions to meet the spirit of EEA
- Results of organizational audits
- A system of public hearings on offences under the EEA and open recourse to justice
- Organizations should implement polling on employment equity experiences and for black employees to report annually on the results.
- Reporting of sensitive data impacting black employees to be received confidentially for appropriate attention.

## SUMMARY OF RESPONSES, EMERGING THEMES (BLACK WOMEN)

### Area IV: Improving Public Reporting

1. As a woman, what information updates would you require from your employer, if any, to better understand your rights under the EEA?

### Core Themes/Findings Emerging from the Responses

- Adding the EEA to HR policies so everyone is aware.
- A Diversity and Inclusion branch or committee that reviews the Act and provides updates to employees.
- Evaluation of the recruitment, promotion, and retention of Black women.
- Regular staff updates on employment equity issues, especially if there is an update to the policy
- Regular webinar sessions, and information on EEA and any changes for attention /action of employers and employees.



## ANALYSIS OF THE ONLINE SURVEY

# Analysis of Online Survey Findings

This section presents the analysis of an online survey used to gather information that can be quantified using a 5-point Likert scale. The purpose of the data is to augment the focus group sessions. Survey participants were provided with response choices and were asked to indicate the extent to which they agreed with the choices.

The survey was emailed to members of the Black community across the country. Each intermediary was responsible for the dissemination of the survey link in their region and the recruitment of participants. A total of 316 responses were obtained over a 7-day period. The results are presented in the sections that follow.

## Demographics

Ninety-seven percent of the respondents work predominantly in English. Sixty-five percent were female, 33% male, 1.27% non-binary, and the remainder preferred not to disclose.

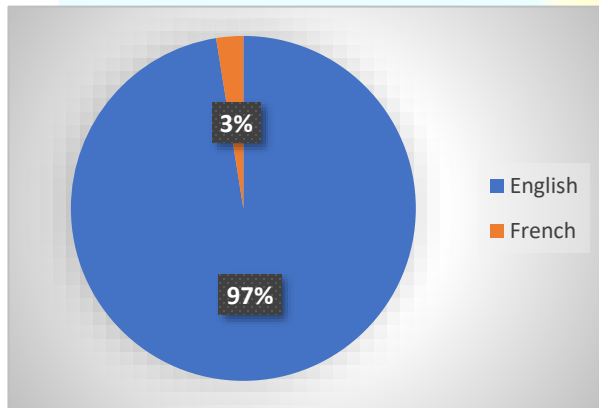


Figure 9. Operating Language in Canada

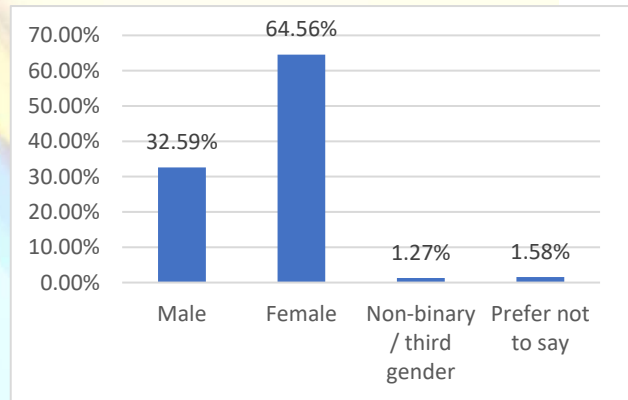


Figure 10: Gender

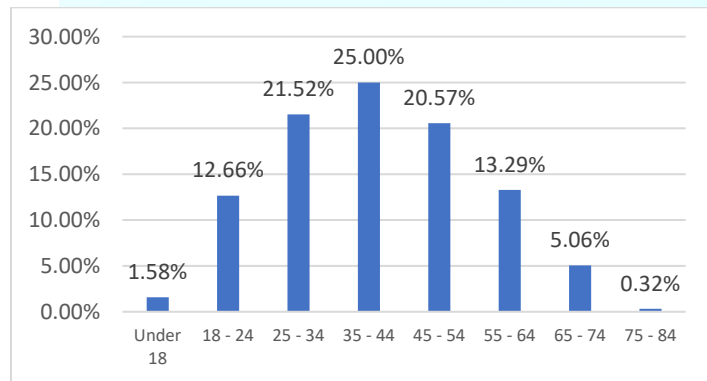
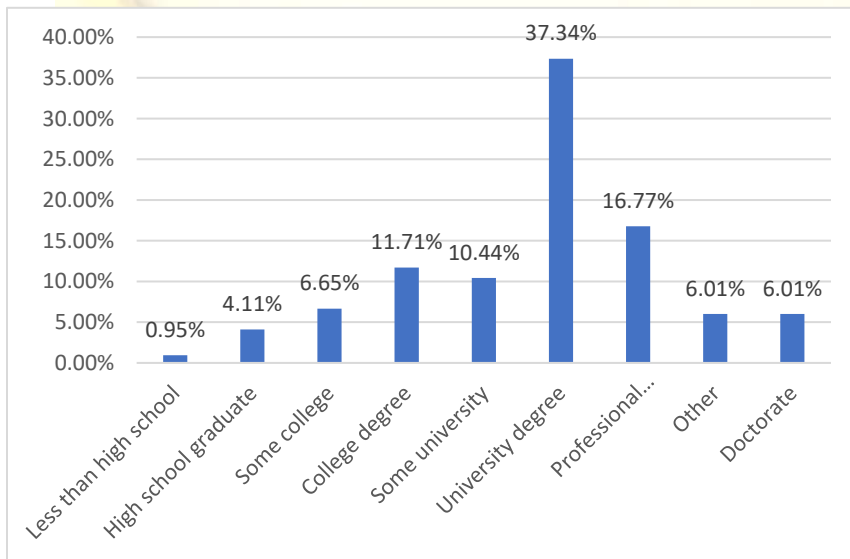


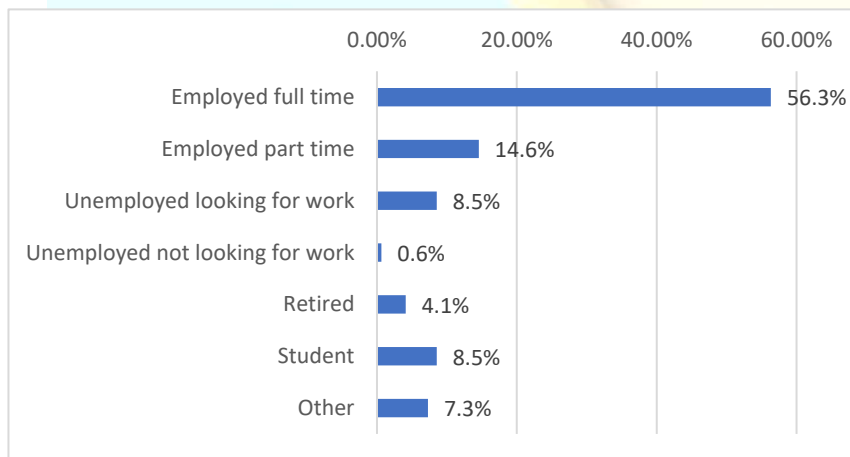
Figure 11: Age Distribution

The majority of the respondents were between 35 and 44 years old. Less than 2% were under the age of 18 and slightly more than 5% were 65 years and over. The data shows a symmetrical distribution for age while highlighting that ages are well represented in the survey data.



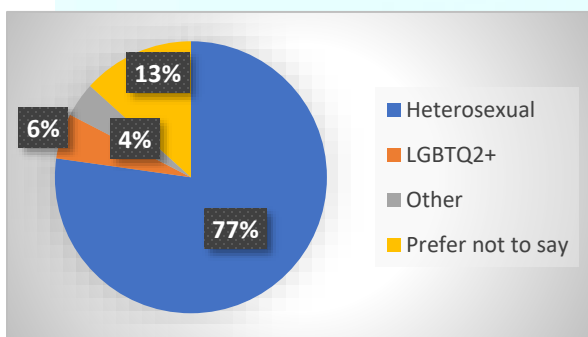
The data show that the participants of the survey are very well educated. Slightly more than 89% possess education beyond high school. At least 60% have a university degree or higher. 17% are professionals, and 6% possess a doctoral degree.

Figure 12. Educational Level



Seventy percent of the respondents have full some form of employment, with 56.3% being employed full time, 8.5% are unemployed and looking for work and 4% are retired.

Figure 13. Employment status



The vast majority of the survey respondents identify as heterosexuals. Six percent identify as LGBTQ2+, 13% preferred not to say, and 4% identified as other.

Figure 14. Sexual Orientation

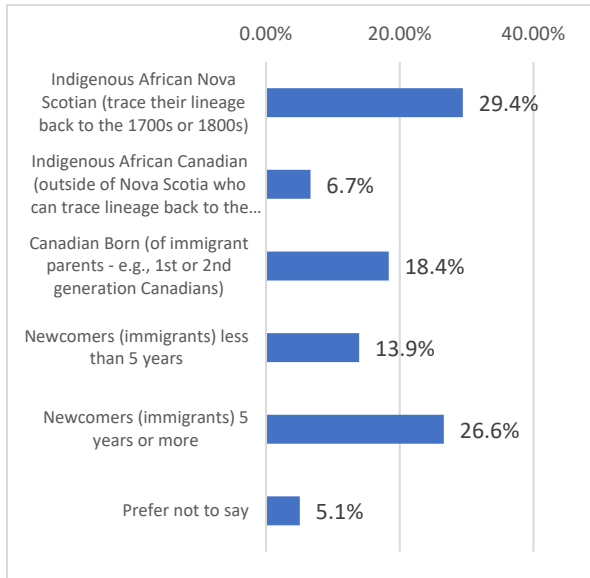


Figure 15. Citizenship Status

The majority of the survey participants identified as indigenous African Nova Scotians who can trace their lineage back to the Loyalists and the Refugees in the late 1700s and early 1800s. The second largest participants are immigrants who have been here for more than five years. Another 18.4% are Canadian-born but can trace their heritage to the outside of Canada within the last few decades. New immigrants (within the last five years) make up 14% of the respondents. The responses in the survey reflect the views of a diverse landscape of people of African Descent.

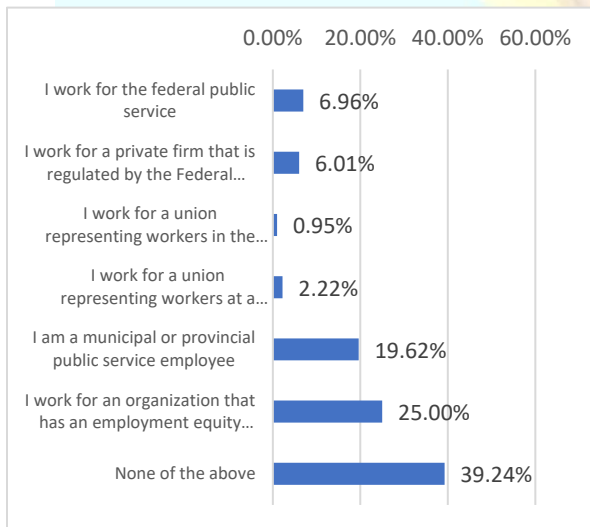


Figure 16. Place of Employment

About seven percent of the respondents work for the federal public service. Six percent work for a federally regulated organization making that 13% of the respondents work for an organization that must comply with the EEA. Almost 20% of the respondents work for provincial or municipal governments, many of which have some form of employment equity policy. 25% of the respondents work for an organization that has an EDIA policy.

Figure 16 shows that the majority of the survey respondents came from Nova Scotia (44.46%) and Ontario (34.18%) followed by Alberta (7.91%)

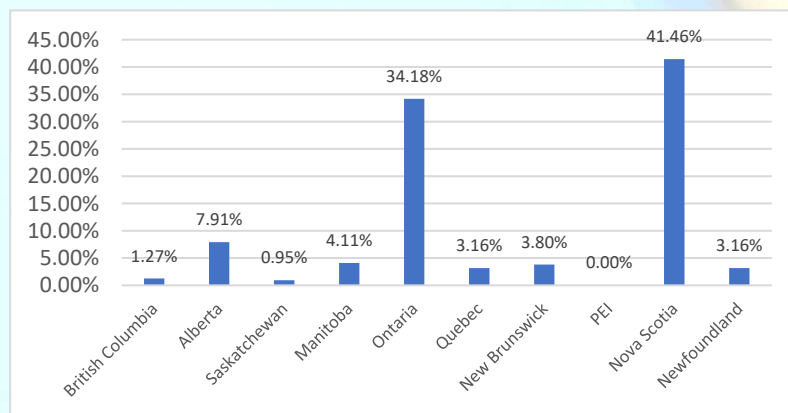


Figure 17. Province of Residence

## Aspirations of Black Employees

The following diagram shows the level of agreement with the statements about the aspirations of Black employees. The lowest mean score for any of the statements is 4.63 indicating very strong agreement. Respondents strongly affirm that they want to be treated as equals; want a safe place to work free of harassment, microaggressions, and anti-Black racism. Ultimately, Black employees want to be happy at work. More than 90% of all of the respondents agree or strongly agree with each of the statements. Hence for Black employees, a core purpose of the EEA, beyond representation, must focus on the elimination of racism in the workplace

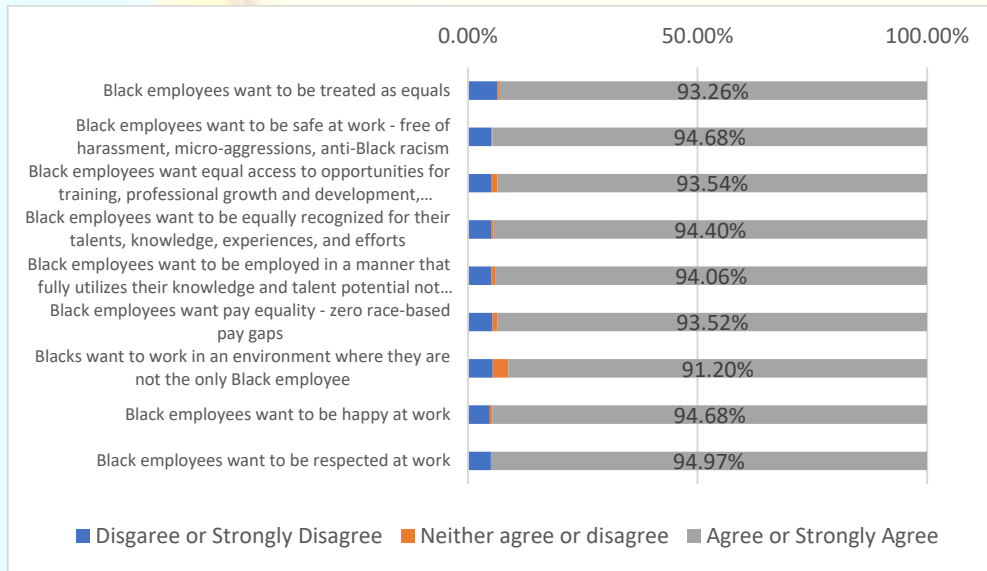


Figure 18: Aspirations of Black Employees

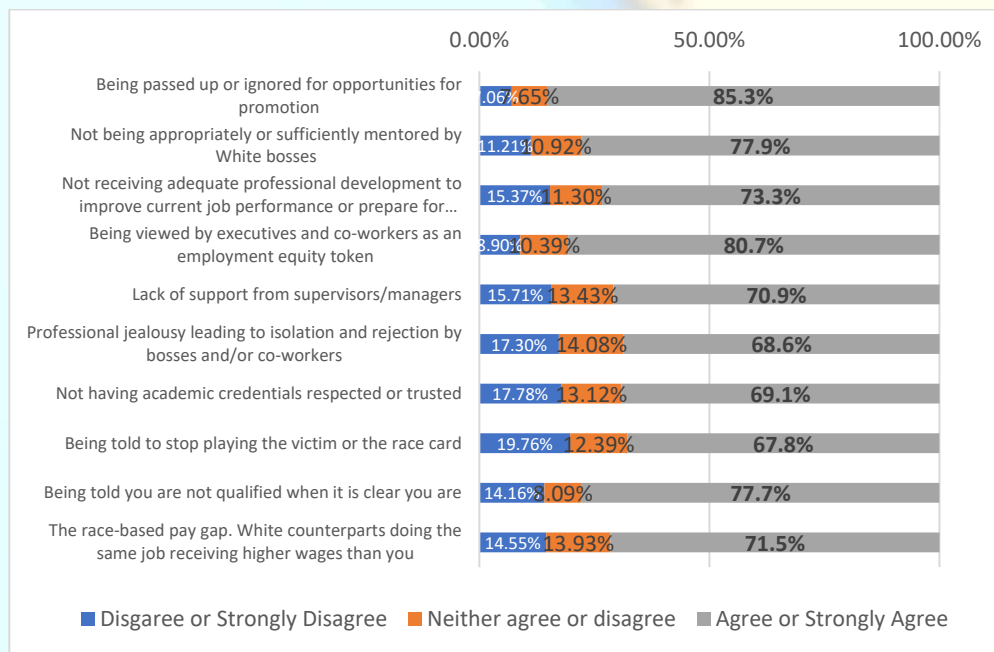


Figure 19: Experiences of Black employees

Respondents were asked to what extent they agree that they or another Black employee they knew has had the experiences assessed in Figure 19. The majority of respondents > 67.8% agree or strongly agree with all of the statements about the experiences of Black employees. The most likely experiences include being passed up or ignored for promotion; being viewed by executives and co-workers as an employment equity token; not being sufficiently or appropriately mentored by white bosses; being told not being qualified when they are; a lack of support from managers/supervisors; not receiving adequate professional development; and the race-based pay gap. For Black employees to flourish in the workplace, the EEA must drive employers to commit tangibly to equality in the workplace.

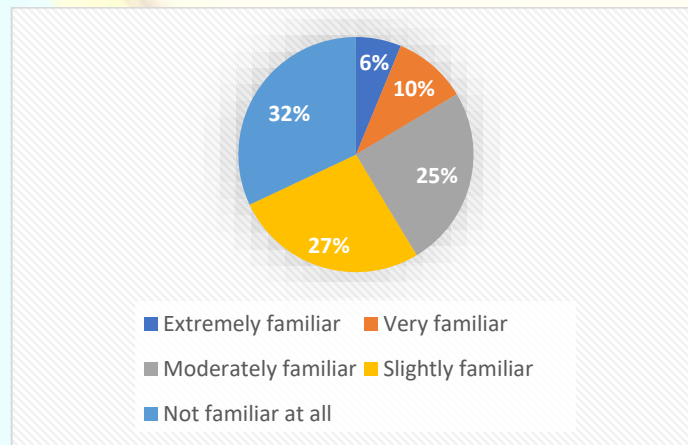


Figure 20: Familiarity with the Employment Equity Act

Figure 20 show that 16% of respondents are familiar or very familiar with the Act. 25% are moderately familiar. 32% have no familiarity with the Act.

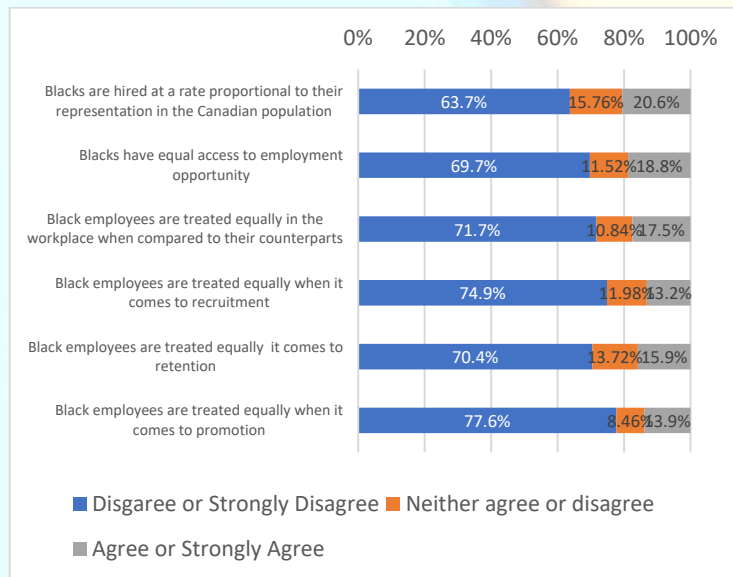


Figure 21: Success for Black Employees attributable to the Act

Respondents were asked to indicate to what extent they agree that the Employment Equity Act has helped to achieve the following for Black employees. Most respondents (between 63.7% and 77.6%) disagree or strongly disagree that EEA has achieved key successes for Black employees. Most are of the view that Blacks are not hired at the same rate as others (and arguably in accordance with their labour market availability); don't have equal access to opportunities for employment; are not treated equally at work; and are not treated equally when it comes to recruitment, promotion, and retention. The mean scores for each of the statements assessed range between 1.92 and 2.26 out of 5.

Respondents were asked to indicate to what extent they agree with the following statements about the shortcomings of the Employment Equity Act. The results show that most respondents are of the view that the Act is a relatively ineffectual piece of legislation that has done little positively impact the lives of Black employees on a broad scale.

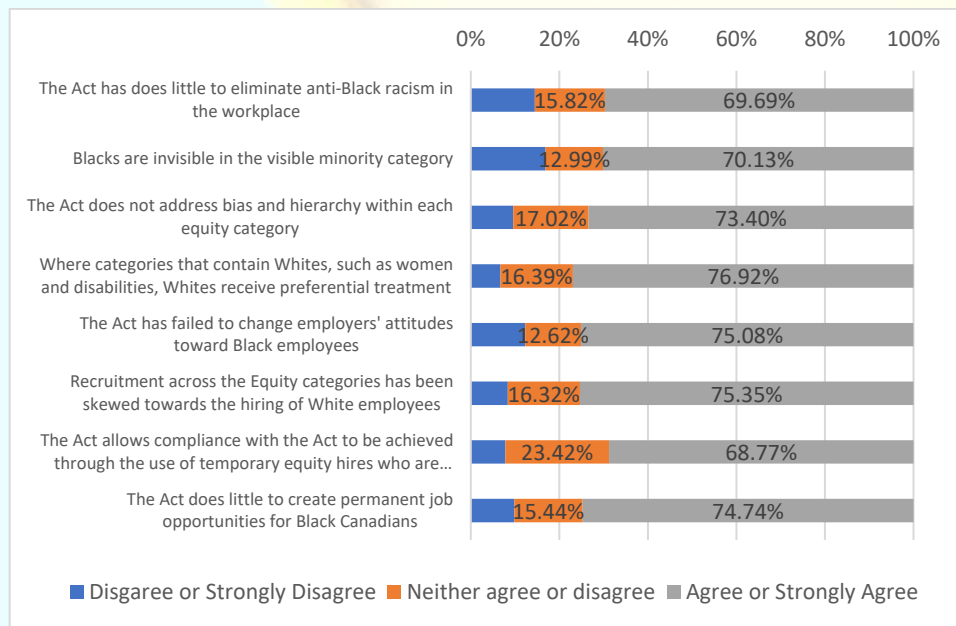


Figure 22: Shortcomings of the Act

Where whites are within a category, almost 77% of respondent agree or strongly agree that Whites get preferential treatment; that recruitment is skewed towards hiring White employees (75.35%); that the Act has failed to change employers' attitudes towards Black employees (75.08%); that the Act has done little to create opportunities for permanent jobs for Black employees. In all, Black employees give the Act a failing grade,

Respondents were asked to indicate to what extent they agree with the following statements about federally regulated employers (FREs). The questions were framed in the affirmative, where high levels of agreement auger well for the FREs.

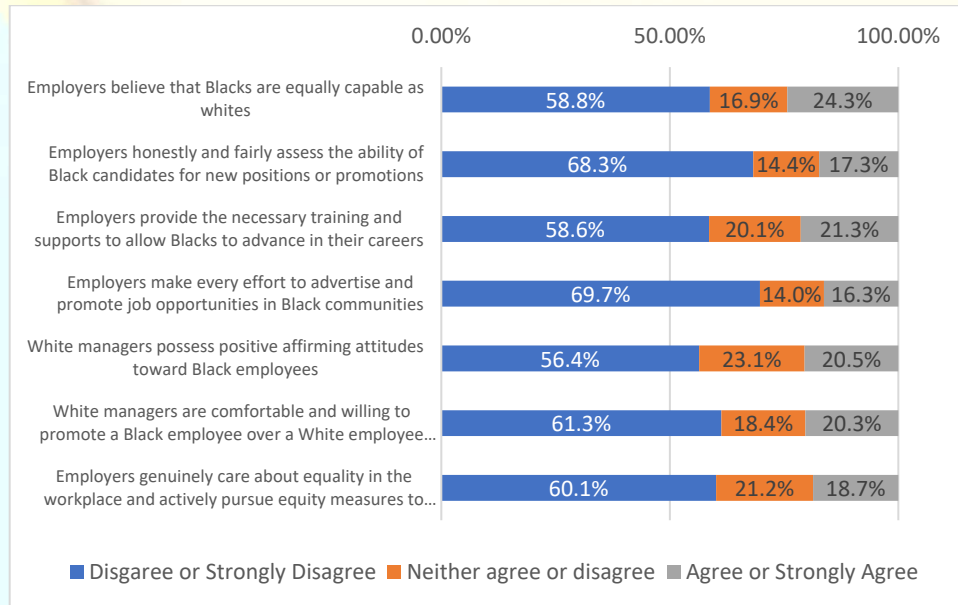


Figure 23: The Disposition of Federally Regulated Employers

The results are such that the mean ratings for each question vary between a low of 2.13 and a high of 2.31. With 3.0 being a median score indicating neutrality, it is evident that Black employees do not hold a positive view of the disposition of FREs. In all cases, most respondents disagree or strongly disagree with the statements. Almost 70% disagree that employers make every effort to advertise and promote job opportunities in Black communities; 68% disagree that employers honestly and fairly assess the ability of Black candidates for new positions or promotions; 61% disagree that White managers are comfortable and willing to promote a Black employee over a White employee when it is clear that they meet the qualifications, and 60% disagree that employers genuinely care about equality in the workplace and pursue equity measures to foster equality.

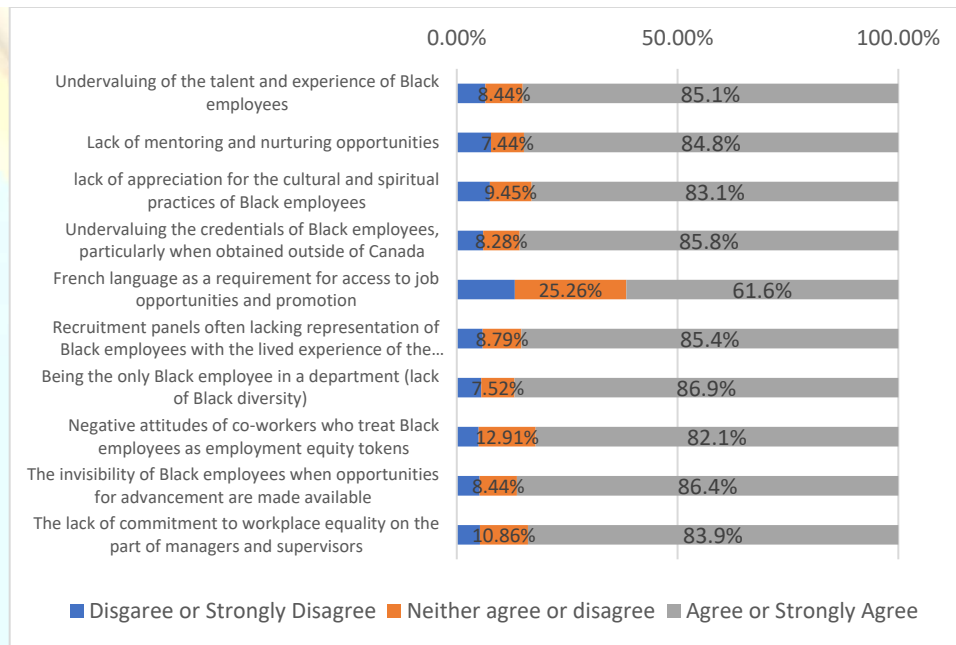


Figure 24: Barriers to Black Employees

Respondents were asked to indicate to what extent they agree that the following are barriers Blacks face in the workplace. More than 80% of the respondents agree or strongly agree that all except one of the statements represented barriers to progress for Black employees. Approximately 62% of the respondents agree that the requirement of French language proficiency for promotion is a barrier to progress. The mean scores for each of the questions range from 3.83 to 4.49.

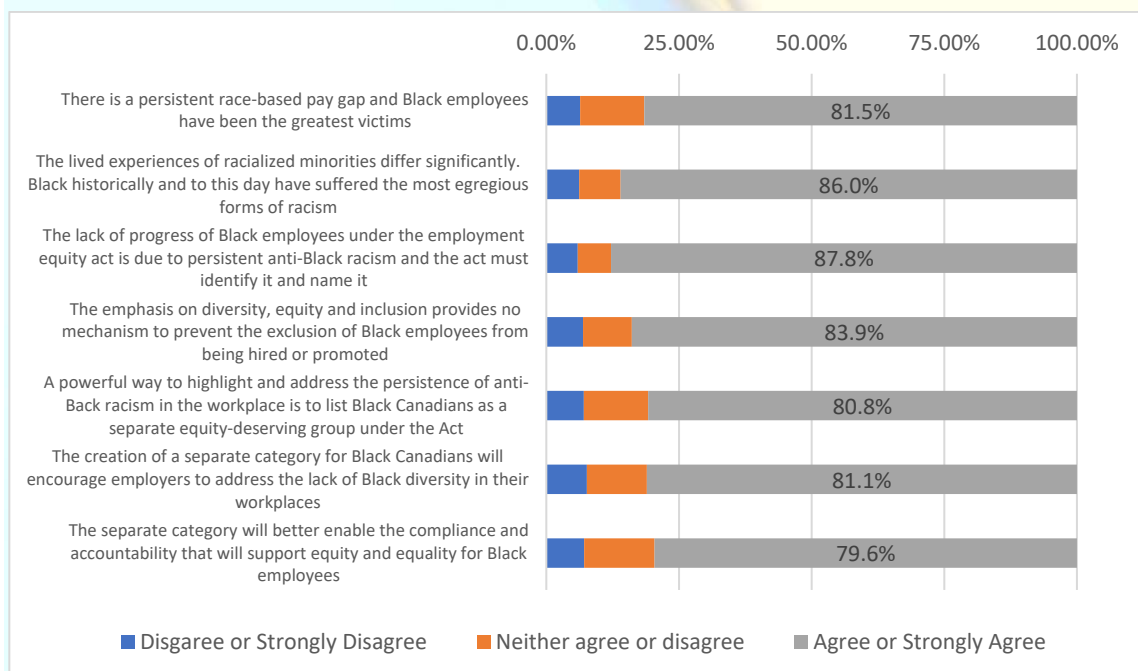


Figure 25: Barriers to Black Employees

Figure 25 shows the extent to which respondents agree with the following arguments in support of a separate equity category for African-descended Black Canadians under the employment equity act. At least 80% of all respondents agree that the above are compelling reasons for creating a separate category for African-descended Black employees in Canada. The mean Likert score ranges from 4.25 to 4.41, indicating strong support for the statements. The top three rated reasons are: 1) the lack of progress of Black employees under the employment equity act due to persistent anti-Black racism, which the act does not explicitly address; 2) The lived experiences of racialized minorities differ significantly. Black historically, and to this day, have suffered the most egregious forms of racism and hatred, and 3) the emphasis on equity, diversity and inclusion provides no mechanism to prevent the exclusion of Black employees from being hired or promoted.

## Open-Ended Responses

*Please offer 1 to 2 thoughts on how to enhance the Employment Equity Act so that it works to advance equality in the workplace for Black Canadian employees.*

1. Black Canadians should be treated equally
2. The act should figure out strategies for black representation in strategic positions in government and private sectors. Issues of workplace racism towards blacks and obvious inequality in job selection processes should carry a huge consequence in order to discourage perpetrators. The act should feature diversity and inclusion education for employers in which black people must be the majority of the facilitators.
3. Enact a new Employment Equipment Act that favours the employment and retainment of black people. The Act should be overseen by a panel including equal representation of black Canadian before being passed.
4. It's important for the Act to acknowledge Black Canadians when listing the members of visible minorities. It is not enough to state non-white as we know that the non-white category is a very diverse category.
5. Publish/make available data on implementation especially for Black Canadians
6. educational opportunities for black Canadians
7. interview opportunities for black Canadian employees and applicants.
8. Employment Equity Act needs to focus on equity based on the position not the person who is Black.
9. The Act should be All-encompassing especially in addressing issues at workplaces.
10. There should be Black involvement in management and decision-making. Credentials outside Canada should be recognized for work
11. Enhance it by listening to Black employees
12. The "Purpose of Act" the phrase "members of visible minorities" should be changed to "all visible minorities" and that phrase should be removed entirely from the Act.
13. Keeping stats, holding folks accountable. There needs to be consequences for not adhering to the act.
14. Not led by non-black Canadians. Representation at all levels need to be inclusive and this starts within the Education system so we are educating the bosses of the future!
15. Give more opportunities to blacks on every level of workplaces
16. The workplace has to be always fair in recruitment
17. Il faut être sévère contre les comportements racistes chez les adultes et investir dans l'éducation chez les jeunes en milieu scolaire pour préparer une nouvelle génération plus consciente
18. Need to be taken seriously, actually listened to, not just heard, we all have a voice
19. 1. The employment equity act should also name white supremacy cultural traits as among those that prevent Black people from being able to fully participate in the workplace. See Resource: <https://coco-net.org/wp-content/uploads/2019/11/Coco-WhiteSupCulture-ENG4.pdf>. 2. Employment equity act should include trauma-informed practices and prioritize anti-oppression in addition to specifically addressing anti-Black racism as well as shadeism that operates in our society, whereby fairer skinned Blacks with appearances closer to whiteness find it easier to advance. 3. Focus groups with Black communities across Canada, and associations representing Black communities are critical for appropriately addressing challenges Black people face. 3.

20. Make explicit African Canadians as being preferred candidates in the "visible minorities" section. Replace "visible minorities" with a more appropriate label.
21. An employment quota should be provided to qualified black Canadians in all government organizations
22. Employers must state why they are dismissing an employee from their place of work. As it stands an employer can fire a person and not give an explanation, that they do not offer an explanation suggests issues besides job performance but if a person is racialized, disabled or gendered they cannot prove it. If it is job related then there must be a warning and attempts to help the employee improve. In drafting these conditions reviewers must consider potential loopholes, for example, even in my suggestion for providing a warning if one is deemed to be underperforming employers can still create abusive environments, especially where they feel they are being forced to do something.
23. Learn diversity of black community and provide a separate equity group for Black community
24. Act for Black empowerment
25. Have a specific section dedicated solely to anti-Black racism
26. This is a step in the right direction. Education and knowledge is key managing mindset.
27. Separate category for Black Canadian employees
28. Blind-no name submission of resumes that hinders bias in hiring AI's, an affirmative action program similar to the US once had.
29. Enforcement of these acts passed! I left the radio industry after paying to go to school worked in this industry and there was no actual equality or monitoring and still is like this! So enforcement and accountability for the companies!
30. We as a black person we need to stand up and challenge inequities as we see them.
31. Clearly articulate more the equity and fairness especially to Black and visible minority
32. Including a separate category for Black Canadians
33. we need more Black representation in the workforce and more black leaders in positions of authority in all organizations. To me in most work forces, equality is focused on White women getting opportunities in senior/executive roles, and the notion of equality leaves black employees out completely. This needs to change.
34. First I think that Blacks need to arm themselves with education. Do not expect to get hired because of your blackness but because of your experience and education. it is because you qualify.
35. There is need for a revision of the Act to clearly address the discrimination as it bothers on Blacks and not as a member of a diversity group. Thanks
36. Mandatory integration or trauma informed practices, clearly identifying black, indigenous and other racialized individuals within the act.
37. I think there needs to be a separate entity determining how the Employment Equity Act can be used to advance Black Canadian employees in the workplace.
38. Start from the 'local' Black community and work your way out (on the diaspora radar). Every Black island/country gives primacy to the local black community: Ghana, Jamaica, Nigeria, St Lucia, Kenya, Bahamas. Except in NS where a lack of cultural and linguistic definition has led to Blacks from outside of the historical communities benefitting more from scholarships, designated seats/positions and jobs.
39. EMPLOYERS NEED TO COMMIT TO ADDRESSING AND TAKING INTO CONSIDERATION THE IDEA OF A GLOBAL WORLD, THEREFORE BLACKS CAN BE IN EVERY LEVEL OF ORGANIZATION
40. Encourage employers to build a framework using Professor Kimberlé Crenshaw's theory of intersectionality and collaborate with Unions when writing the Act.

41. We need to push for more equity than equality in the workplace as managers will say that all employees have equal opportunities or promotions, raises, etc. However, because of the persistent discrimination that Black employees face, they need focused attention and accommodation to be considered equal.
42. The Act is one thing, the need to change the attitudes and direction of companies and business leaders is most critical. We need to promote black led businesses and organizations to supplement opportunities within the community. For Us By Us needs to be the focus.
43. provide incentives for employers to include more Blacks on their teams. emphasize on Black representation in the leadership team
44. Explicitly acknowledging Black people as the most marginalized of the visible minorities; requiring employers to hire more qualified Black employees.
45. Adding a section for Employers where they give examples on how to advance equality in their workplace.
46. Égalité et respect
47. Le racisme en vers les noirs au milieu de travail est tellement subtil .Les noirs souffre en silence tellement que y'a de l'hypocrisie dans leur milieu de travail même si tu es le plus diplômé jamais ils accepterons tes connaissances.
48. The Act should create sub categories of Blacks and identify needs specific needs of each sub-category.
49. 100% have a separate group for Black Canadians.
50. The explicit naming of Black Canadians in the employment act to address our specific needs. Additionally, the act show emphasize the intersectional experiences of Black Canadians in terms of gender, sexuality, ability etc.
51. Addressing anti-Black racism directly in a way that does not encourage tokenism and quotas.
52. Periodic surveys to track progress of implementation of the Act
53. The Act needs to be renamed to reflect the reality about why it exists. Suggested new name "The Canadian Act to redress historical systemic injustice in employment for equity-deserving populations"
54. Providing awareness of the history and statistics surrounding the oppression of black people.
55. More training for those managers who aren't used to dealing with black professionals, Training for both side and have each one be the other person and maybe that might work for some, Not sure what can change the systematic racism in the workplace
56. People should actually be made to read, understand and implement it!!!
57. Always asking how people are coping and faring in the work place
58. Much work to do. It is very difficult to change the opinions of others. More strong role models needed.
59. Create an employment equity plan
60. Having diverse people with the same or more qualifications as the position they are applying for is always a way to make someone feel comfortable in an interview process.
61. Raise awareness
62. Not sure how to make employment equity work. Need an overall national cultural change to address anti-Black racism.
63. Helping hands
64. Value creation/periodic evaluation
65. Performance Evaluation
66. Establish and sustain an employment equity program. Keep people engaged and make incentive to change greater than the incentive to stay the same
67. There should be data analysis of the achievements made by Black Canadian Employees

68. one north end community economic development society is leading grass-root employment work in the African Nova Scotian community and has a report that should be considered in the larger Canadian context
69. It needs to address the impacts it has on black Canadians and help promote black Canadians or offer training and mentoring opportunities from growth and advancement
70. I strongly believe that naming Black Canadians as a category is crucial and not using just the broad generic term visible minorities
71. Enforcement should be looked into and penalty
72. By spreading awareness about the situation and 2. asking black employees about their experiences with their employers
73. Ensuring that the act on employment is followed to the letter
74. It's important to remember that the problem lies in whiteness. Until we address this issue, we will not change much. The power dynamics keep inequity alive.
75. By giving trainings to employers
76. It's time for ALL laws, statutes, acts, bills, amendments, rules, regulations, policies, and all legalese terminology regarding (derogatory depictions & groups know as Blacks, Colored, African descents, etc. to change to unbiased practices that enforces, equitable, safe, properly governed/managed structures to ensure that opportunities for the pursuit of their family livelihood is protected and not hindered in any way! These strategies were manufactured and planned by government collaborations to ensure that only one portion of the population will enhance and maintain the lives for their wealth and family for generations while the 1% suffers perpetually servitude. Every immigrant, and other culture has contracts with said government, and in time they become the employers, which is very baffling to me! So there needs to be a firm determination as to who the crayon colored people of society are, then there are the laws that protect them. NOTE: The Canadian constitution says that it's not enforceable, which means Human rights isn't enforceable since it is referenced to the constitution! So it's important to identify self, then change laws to protect that said group. I have more, however I will end here. Thank you for my say.
77. Enable a data base of racist incidents where Black Canadians can report anonymously and name the Employer without threats of job loss, harassment, and or defamation. Employers often continue maltreatment and get away with it because Black employees are too afraid to name them knowing the consequences.
78. The persistence of Anti-Black racism in all work places is an act of violence against the black community impacting the collective mental health and wellness of current and future generations of black Canadians. It is necessary to build into equity policies a separate and distinct equity category for Black peoples to help to address the systemic racism policies that have marginalized criminalizes and violated the rights of black Canadians impacting their ability to fully participate as equal citizens in Canada.
79. Doing research with Black people and their experiences to address barriers and inequities
80. Market the existence of the Employment Equity Act and share knowledge of the Employment Equity Act with new hires and to those seeking employment.
81. There should be an audit quarterly or yearly in the employment equity act to make sure employers are compliant. There should be some sort of recourse for an employer that is not complying.
82. place more measurements and accountability compliance items, vs listing out different racial categories. Are we going to have all races listed? what if you are multiple mixed races and a gender (other than male). It becomes too confusing having different "types" of individuals highlighted. Tell us in the act how EEO reporting will be used to hold people to account.

83. I believe the best way to enhance the Employment Equity Act is to have a separate Equity group for Afrocentric individuals and to ensure the representation for Afrocentric individuals is present on interview panels as part of the hiring process.
84. Have real consequences. Have rewards for those who comply.
85. Opportunities for advancement
86. Equal pay
87. Make sure it addresses that Black Canadian' and people in general should not be discriminated against for any reason.
88. Have harsh penalties for employers and employees that do not comply or break this agreement. Somehow design a way to protect claimants from retaliation.
89. Just like aboriginals are clearly stated, maybe black Canadians should also be clearly stated
90. Create and encourage a safe work environment for black Canadian employees
91. DEI research and review of workplace policies is important , tracking accountability and transparency, workplace culture contribution, review discrimination policies, hiring policies, accommodating differences, removing barriers that prevent people from doing the jobs
92. more resources for disabled black employees
93. The government should focus on making real change in the workplace and not just putting things that won't be implemented. Incentives should also be provided for organizations with racial inclusion.
94. Some regards given to the white, should give to the black Canadian also.
95. Not clustering Black in the diversity category, but intentionally separating
96. There should be clear rewards for employers who follow the Act and penalties for otherwise.
97. I think we probably would need an act of black businesses organizations etc. were able to build a capacity as business people outside of the act.
98. Providing incentives for workplaces with black employees.
99. More black Canadians involved in the law making of the employment equity act
100. Have the act have stipulations to guarantee Black Canadians employment if they have the experience and not necessarily the credentials due to lack of education opportunities due to finances..
101. In order to obtain an accurate picture of employee inequity, the 'visible minority' designated group needs to be disaggregated into smaller segments categorized by race. The data provides misleading information when grouping all races under one umbrella, which hinders any efforts to achieve employee equity for Black Canadians.
102. Use an Afrocentric lens and Black people to reevaluate the policy.
103. Employers need to have a diverse recruiting group when hiring. Gives multiple perspectives
104. Prioritize building trust in the system by holding leaders accountable when they fail to adhere to their organization's publicly espoused diversity, equity, and inclusion values particularly anti-racism.
105. I think it would be important to implement ways for Black People to have the opportunity to grow, versus staying in the same position over a long period of time.
106. In addition to naming anti-Black racism, naming "sub-categories" under this that affect different sub-population among Black employees (sexism, Islamophobia, homophobia, xenophobia, etc.) to highlight the fact that though non-Black populations may face these, the effects for Black employees are compounded by anti-Black racism. Also listing guidelines that workplaces can start with to foster safer environments for the affected populations
107. More Black managers and directors. Erasing the idea that blacks have to work twice as hard to make it in organizations.

108. Somehow we need to create a more inclusive environment. It's great to have the opportunity to be hired through the act; however it is very difficult when we have minimal representation in said place of employment. There is not enough emphasis to rid anti-discrimination, micro aggressions & overall isolation in the workplace to create the environments we all strive for.
109. Providing a fair way for black Canadians to be employed without any bias
110. Provide avenues to advertise job opportunities to the black based fora. Second, provide funding to train black professionals in how to compete in a racially hostile environment.
111. To reform the act and include a significant number of black people on the panel.
112. Mandate corporates to hire blacks in proportion to population
113. Should involve a board to carry out employment activities. Fairness and justice should be done during employment.
114. Let's stand together in unity as blacks and fight for our rights
115. More multicultural people
116. I have been assaulted at work and more so just tell me what your plans are.
117. Hire more black people
118. Hire for culture contribution
119. People should be treated equally
120. I believe that more government assistance and financial support is need to help Black Canadians achieve higher education. This will help tilt the scales of equity, creating more balance.
121. anti-blackness is rampant among south Asians, East Asians and middle easterners...this is seen in employment practices with these managers...
122. We need better pay so we can work one job and we need more black people getting the good paying jobs
123. Employment practices must specifically address Black Canadians not generalize to visible minorities
124. The Employment Equity Act must address and identify Black Canadians as a specific group to ensure we are not overlooked as a group. Employers hire other groups thinking they are implementing equitable practices while they exclude Black Canadians all the time.
125. The best way towards addressing equity for black employees is to have the act offer training sessions to human resources departments as an annualised activity so as to desensitise them towards factoring equity in their employment procedures.
126. There should be something to help more black people get promotions
127. BBI and the funding you have been able to achieve is a powerful but first step. We need to come together under a big tent to put out powerful statements. Have a wing in the hospital or at universities or in museums that we fund, that we support, more university chairs that we fund so we are out there. We have to produce research that develops products and insist on our intellectual property rights. We need to work in conjunction with our brothers in Africa and The Caribbean to help bring all types of products to market. A prophet is only proclaimed outside their sphere of influence.
128. lack of promoting
129. Be aware of indirect discrimination
130. Assigning. Percentage to the Black Canadian employees in the workplace based on the size of the workforce and the Black population of working age group. There may be circumstances where this may not be feasible, especially for specialized skills/ services.
131. More research
132. Employment of should be also based on know-how. That is if you can do the job plus your African certificate . Secondly the three year Canadian experiment should be shelved for new

comers. Where do the employers want the new comers to get three years Canadian experience? Thank you for asking for my thoughts. I think they are appropriate. If not, I beg for pardon.

133. Offer all staff appropriate diversity and inclusion training. Be aware of indirect discrimination
134. Implementing equity in the workplace looks similar for almost every organization, i.e., equal opportunities and fair treatment for every employee. Yet, under the surface, there are nuances specific to each organization. These nuances decide the success of your implementation of workplace equity.
135. Make it simpler to understand & make it a requirement for all employers
136. Make organizations accountable.. complete audits
137. Each company, employer ... manager , employees should have mandatory culture competency training. Annually. As well as a strict No racism Discrimination clause Reviewed by Is multiple boards. Do you seek 2nd opinions these boards reviewing these kid blades Need to be reflective and include blacks minorities women et cetera...?
138. Government needs to ensure that all employees receive equal opportunities and that black employees are treated fairly by the employer. 2. Human resource staff should be part of the hiring process to ensure that there is equal representation of black employees in every level of employment as well as eliminating unfair discrimination.
139. when it says to hire blacks they should be local blacks not immigrants and we need to start being hired off of experience instead of status
140. black employee should feel free and accepted well in work places
141. education . Make employees aware of it
142. Getting feedback from black employees. Workshops run by a different governing body where their experiences can be heard
143. Black Canadians employees should benefit from training and other tools to allow them access so that they might be useful for the progress of their workplace.
144. It must address the issue of pay equity. This has been a persistent problem bc are getting some opportunities but being remunerated way less than the white counterparts.
145. 1&gt; Employers should be fined if they are fined in contravention of not adhering to the Act 2&gt; Watchdog agencies should be implemented to ensure that these acts are followed through
146. anti-racism training of all employees with the focus on the discrimination Black employees face in the workplace
147. I think educating organizations about black communities will enhance their understanding towards blacks in their organizations, many do not know how to handle or work with us because they lack education and some still stuck in the 1800's
148. Black Canadian need to go pass high-school.
149. Adding a priority on representation within the work place of all ACB (African, Caribbean and Black) Canadians.
150. There should be penalties for people indulge in racism and make requirements for job less demanding for the Blacks
151. Black people need to be listened to, maybe encourage workshops with more black speakers to train whites to me more culturally sensitive, thank you.
152. Racism against blacks should be eliminated.
153. Recognizing that Black Canadians face very different sorts of discrimination than any other minority group
154. Enforce percentage representation in government owned organizations, and corporations that receive supports from the government.

155. Put together more opportunities for blacks like networking events, workshops and activities
156. The Employment Equity Act should have explicit policies that drive the advancement of equity for black employees in the workplace. Employers who are non-compliant should be held accountable and be made to be paid a hefty fine. Employers should undergo compulsory Afrocentric perspective training to have a better and deeper understanding of what black employees face. This ought to allow genuine inclusion when engaging in fair hiring practices.
157. It needs teeth. Period. The EEA needs to assess, hire, monitor and measure. It needs to then increase penalties for failing to follow the act and stiffer penalties for willful noncompliance. The 1998 HRDC (now service Canada) hire under the EEA is a classic example of willful noncompliance. They hired a significant amount of term African NS and then didn't renew the terms, didn't advance or support those seeking to grow and then sent them all out the door working just under 2 years after they passed audit. There are countless times there are postings internally and externally where the manager can apply the act but refuses to. This has no be mandatory with grounds for grievance. It must be akin to Human Rights, not an optional practice and it must be embedded in collective agreements.
158. People should be given equal opportunities irrespective of their race or color
159. directly addressing and speaking to aboriginal and white supremacy would be a start
160. It should be encouraged in every organization
161. Not able to help the black community
162. Please apply the EEA in relation to Black people of African descent; update the federal contractor' program to make it more politically relevant and in all cases if the contractor, institution or federal government department does not meet the expected hiring and promotion (at all levels), they should be defunded; the managers, ministers, presidents should be fired or demoted. Money talks.
163. Black people should be significantly represented in management, recruitment and decision making roles.
164. Create a safe space (independent body and not the inclusion and diversity team within an organization) where black Canadians can report an employer or employee on unfair treatment. I find that even when you report racism within your organization, they are also biased and take no action against the people but rather see you as the problem
165. nothing I can think of at this time
166. - un employé noir seul dans un departement de blanc doit être protégé et l'employeur doit s'engager à offrir un milieu de travail inclusif qui donne des chances égales à tous
167. Les entreprises doivent rendre publiques leur grilles salariales et accepter une inspections annuelle pour la vérification du respect de la loi
168. I think offering more social programs early to help black children and promote black children's success would help the most for future opportunities moving forward. I think it is important to provide counters to what is perpetuated in media so heavily (negative black stereotypes).
169. A separate category for Black Canadian employees is necessary to ensure our unique needs are not lost in the visible minority category
170. Black Canadian employees shouldn't settle for less, acquire skills, get more qualifications, more recommendations then all will be in our favor.
171. To emphasize black people in the diversity role
172. Conduct more racial awareness training, establish structures that reinforce such training, and expand equity structures to accommodate racial minorities
173. Blacks should be considered first for any position they qualify for
174. Increase the ratio of black employees in each recruitment process. Separation between black Canadians and black Canadians of African descent

175. Employers can be more diverse and inclusive so that black people feel comfortable to be themselves
176. Create a separate category for Black Canadians .The employment equity criteria is too broad .
177. Practical step-by-step processes
178. Promulgation of rights
179. I think the panel for promotion or job opportunities should be more diverse, and also having more diversity in the workplace is essential
180. We as Blacks must come together and unite so that they can be taken seriously.
181. Thank you for taking the time to create this survey and engage the community on it. It is crucial that this be the next step towards the changes that are urgently needed for Black Canadian employees. It is equally crucial that there be an implementation process/commitment aligned to the Act to ensure that organizations are held accountable to the Acts expectations. This cannot just be another piece of paper alone.
182. Education on the historical oppression experienced by individuals of African descent
183. Specifically name Black Canadians/Persons of African descent as a specific equity category
184. ensure it is followed by all employers
185. Policies and procedures that protect and uphold white supremacy should be dismantled. E.g. school board harassment policies where you have to report an incident within a year of the complaint. How long does it take for you to name and notice it, then the time to call it out? the support if you happen to do so is also missing. We need help at the workplace
186. Blacks should fight for their place and speak/Grieve out
187. Equality for all should be preached to employers.
188. Le problème ce n'est pas la Loi sur l'équité en matière d'emploi en tant que telle. C'est plutôt la mise en pratique de cette Loi. La mise en pratique pose problème parce que tout processus de recrutement par exemple, comporte une partie "objective" et "subjective". S'il est possible de suivre deux candidats dans la partie objective "savoir-faire" ou compétences, il devient difficile de suivre les deux candidats dans la partie subjective. Par exemple, si deux candidats (un du Kenya et un autre de la Nouvelle Écosse) arrivent au stade final d'une compétition, on peut reprocher au candidat Kenyan d'avoir un accent dans son "anglais" pour l'éliminer. Ou simplement, que son anglais ne sera pas compris par les clients. Ma contribution est celle-ci: Les noirs doivent s'organiser pour développer des lobbysmes auprès du gouvernement canadien d'une part, et d'autre part, nous devons nous organiser pour être financièrement forts. J'anime des ateliers sur l'indépendance financière durant mon temps libre, mais tu sens que les NOIRS ont des difficultés majeures pour parler de l'argent et comment créer une fondation financière solide. Des mécanismes existent dans ce pays, mais les noirs ne savent pas trop les exploiter. Enfin, il y a aussi "l'esprit de crabe" dans les communautés noires. Nous ne sommes pas capables de créer nos propres héros. Les blancs eux, ils en sont capables. Ils sont capables de prendre un "médiocre" et l'élever au rang d'héros. Chez les noirs, ce sont tes propres frères et soeurs qui vont tirer sur toi à boulets rouges. Le fait que tout processus de recrutement comportera une partie subjective rendra difficile l'application même de la "meilleure" Loi sur l'équité en matière d'emploi. Nous devons donc, en tant que communautés noires, nous organiser comme les chinois ou les indiens qui sont capables de développer des réseaux et trouver du travail pour leurs frères avant même qu'ils arrivent au Canada
189. keep forging ahead be patient but persistent respectfully
190. They could enhance Blacks through supporting recruitment and leadership and stop thinking that one-size-fits-all approach.
191. Job creation and Job security

192. Firstly, not referring us as "Blacks", would be beneficial. This happened in Question 7 and 10. Being outside the 'racially visible' category would be beneficial.
193. We should clamour for better business ethics laws.
194. Equality
195. Act re-enforcement
196. Black race should stop having self-pity on ourselves, we should wake up and take the bull by the horn. We are capable and we can do it
197. I believe creating more opportunities that will attract not only the strength but also the knowledge of the back in specific jobs.
198. Inclusion
199. Law needs to be emanated to protect blacks
200. Black Canadian employees must stand up to say enough to all the maltreatment we have been receiving and also the act should be reviewed
201. Have black Canadians sit at the table and re-write the act.
202. Positive attitude and persistence pays off this is a long haul ACT
203. Guiding policies should be drawn up and adhered to.
204. I think we need a stronger blackwork community
205. Blacks should be treated as humans. Their(our) individual capabilities should be the basis of judging the quality of our work and not necessarily one-off breaking of the glass ceiling by out of this world extra effort by blacks to achieve success.
206. Black Canadian employees should be given equal opportunities
207. Mandatory awareness training on how anti-blackness operates
208. Including a section for Accountability and enforcing measures to ensure employers are held accountable with repercussions if necessary 2. Including a section dedicated to Black and Indigenous minorities (two separate sections)
209. Montrer la valeur des noirs dans les entreprises encourager les initiatives noir
210. Change is needed, employers need more training in EDI. More employment opportunities and training is needed for the African Nova Scotian communities.
211. Enlightenment
212. More accountability
213. The employment equity act could do more for blacks Succes when applying for work a lot of different factors should be in place when screening a black person more opportunities should Be available to blacks and more diversity should be shown in certain job areas
214. Conduct baseline data on numbers of Black employees are all levels within the Public Service. Collect, track and report on disaggregated data of Blacks in the workplace.
215. Making them feel comfortable going to work and giving them the same as any other worker there.
216. Educate more people (of all races) on what it is, what it stands for, and what it's doing. It cannot help to the full potential if no one knows/understands it
217. be more inclusive
218. Hold employers accountable in a financial way.
219. I worry that this will be another survey and report, after which no real and effective action will follow.
220. The Act needs to be reviewed
221. Equity positions overlook Black Canadians because there is the belief that Black Canadians are less educated than their African or Caribbean counterparts. Therefore the Employment Equity Act needs to take into account the historical underrepresentation of Black Canadians
222. more black board members

223. Creation of a separate defined group for Black Canadians. Greater monitoring and enforcement for the act.
224. The system should contain sanctions, goals & timelines
225. be more opened and willing to have more black Canadians work jobs
226. Include measures (punitive or incentive) that will deter discriminatory practices.
227. Require at all costs a diverse hiring panel; 2) Designated roles for Black people, and historically Black Canadians, specifically
228. Fair treatment in all areas for Black Canadians
229. Add a specific section to protect Black Canadian workers, and explicitly protect against the over saturation of Black workers at lower-paying jobs with limited authority (e.g., administration)
230. This act should be made compulsory across board both in private and public organizations. Also, there should be designated hiring to reflect diversity and hiring process should be diverse, free and reflect equality.
231. There should be a government backed up initiative that will set up a portal (More like a whistle blowing portal) where employee can go and report any issue racial discrimination experienced at the work place, mentioning the organization, whether government department or privately run organizations. The body responsible for this initiative should be able to beyond investigating these incidences, make public on their site, ratings of organizations in the province in the area of their compliance to the principles of inclusion and diversity. yearly, awards should be given to three organizations. The list of organizations that feature in the portal from employees fillers , with their ratings should be published on the site so that the public can have access to this information. this will help people of African descent searching for job have a place to go to check the ratings of organizations they are applying to, to verify their ratings on inclusion and diversity. This i believe will put organizations on the watch, knowing that there is not a government backed watch-dog over organizational implementation of the principles of diversity nd inclusion.
232. Provide education on the Act for members of the Black community
233. get more people of colour in positions of power. Monitor companies and upper level management
234. Stronger enforcement of equity at senior management level in organizations when there are qualified black employees
235. dis-segregated data and internships for Black youth
236. Public reporting, Black Canadians as a separate category
237. it seems to me that the emphasis on equity is laid on non-decision making jobs, where there is no true impact on the status quo. what we need is more and more black folks seating at the table where decisions are made; we need more black bureaucrats: deputy ministers, associate deputy ministers, CEOs etc.
238. Incorporate simpler ways to measure if desired outcomes have been
239. I believe there is a need to encourage that learning from workshops, seminars, training and other programs in the workplace be taken home and shared with family to mitigate the propagation of anti-black racism from generation to generation
240. rights to every opportunity and exemption from any sort of discrimination and creating an equitable workplace for all and plenty of anti-racism resources
241. More surveys in rural communities
242. If you (employers/companies) cannot measure how one is "successful" meeting the needs of Blacks having access and thriving in an employed position, Blacks will be revisiting this again, and again. Determine how you're going to measure tangible results or lack of results important. Whites believe that Blacks should apply for positions "like everyone else" when in

fact whites use strategies that aren't available to Blacks like: nepotism, cronyism, "who you know", networking and other strategies that exclude Black people. Those in power need to actively recruit Black people. Questions to ask: What are the goals? How do you define "success" in achieving the goals of recruiting/retaining Blacks and how do you measure results that show you've met these goals? These questions should be reflected in amendments made to legislation.

243. Bringing in groups of black employees instead of one at a time. So they can feel comfortable.
244. More Job opportunities at the management level
245. There needs to be clear penalties and consequences listed in the Act for those that violate and/or do not follow the Act
246. providing a 'number' of black employees proportional to society, that should hold positions of management and/or supervision; focus on training and mentoring for black employees by black employees
247. Must contain accountability features for government and to the public must have training guidelines on a respectful workplace
248. More black supervisors in HRM
249. Well I feel that upon hiring even if one black person is hired and trained I would be a great start some jobs just require training some background of other specific including the previous work history if a white person can be hired and trained for a job so shouldn't a black person also sometimes when we indicate our race status when applying for a job some may think you are white depending on your name and you get the interview only to walk in and be told oh you're not the one my name we thought you were as me and a white girl had the same first name. I feel in order to make things better for everyone including black people in the workplace just be fair with jobs pay rate and train black employees just as well blacks understand and people want to be competitive but with the way the world is going now we are all trying to survive.
250. Involve all peoples of different economic and social levels. Process to assess the success of programs and Acts both employees and employers. Process to continuously monitor. R
251. Having a separate category for Black Canadians would help! Also attention needs to be paid to Intersectionality and how that is addressed in the act, such as those who are Indigenous and Black Canadian, or those with disabilities. Also there is a need to include the Queer community with specific attention to those who are Black Canadian and Queer community members. Their invisibility and lack of attention to Intersectionality causes further harm and marginalization.
252. Rendre criminelle toute discrimination en matière d'emploi.
253. Employers must respect the Act and the government must collect diversity data from employers
254. A panel of black professionals must review reasons why a black job applicant does not get hired
255. Make it mandatory for employers to treat black employees with the respect they deserve and to be considered for jobs that are matching their level of qualification

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