Tracking Equitable Access to Infrastructure

IAM Conference

Presented by KPMG

Agenda

01.

Introduction

Introduction to Session

With an ever-evolving Canadian society and increasing global emphasis on ESG, incorporating equity, diversity and inclusion within organizations is becoming a business and human imperative.

Session Overview	Session Facilitators:

Session Overview

The purpose of this session is to:

✓ Build a foundation of key equity, diversity and inclusion related terms.

✓ Discuss how asset management organizations can integrate an equitable lens.

✓ Provide tangible examples and concrete actions your organization can take to advance equity, diversity and inclusion.

Session Facilitators:

Oriana Vaccarino

Senior Manager and Methodology Lead, Equity, Diversity & Inclusion Practice

Oriana is a Social Psychologist and Senior Manager in the People and Change Advisory practice. She has 11+ years of experience focused on mental health, belonging, and psychological safety.

Eesha Patel

Senior Consultant, People & Change Advisory

Eesha is a Senior Consultant in the People & Change Advisory Practice. She focuses on supporting culture transformations and is a Global Training Practioner for equity, diversity and inclusion.
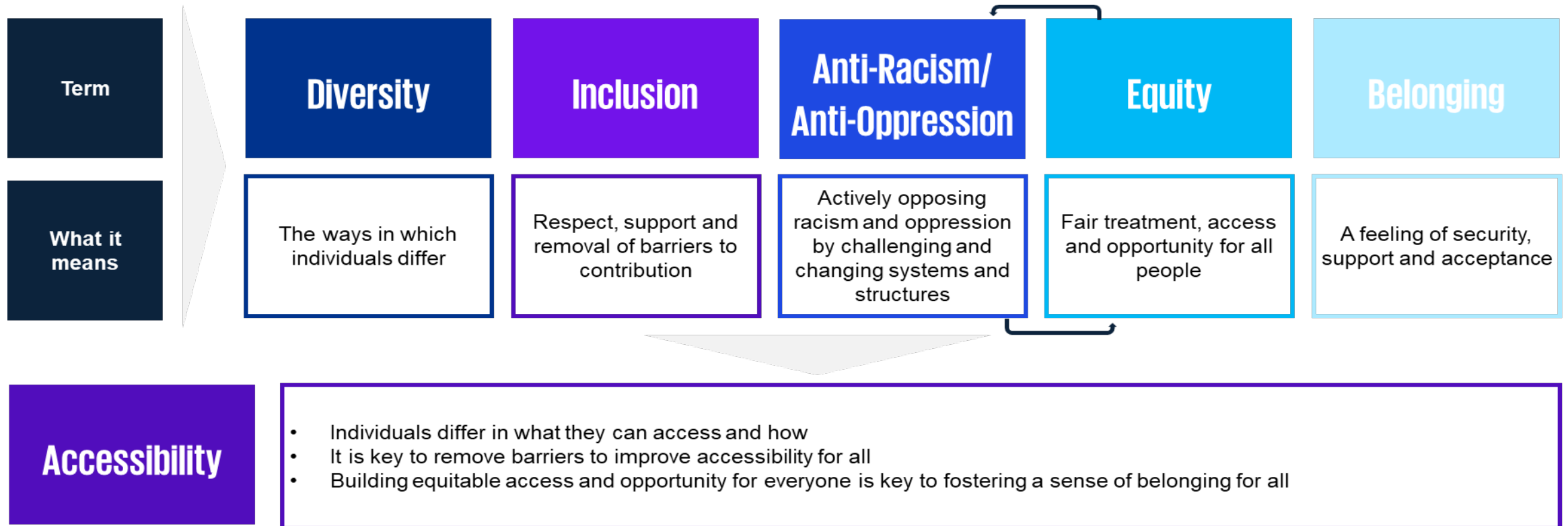
02.

Measuring
Impact in EDI

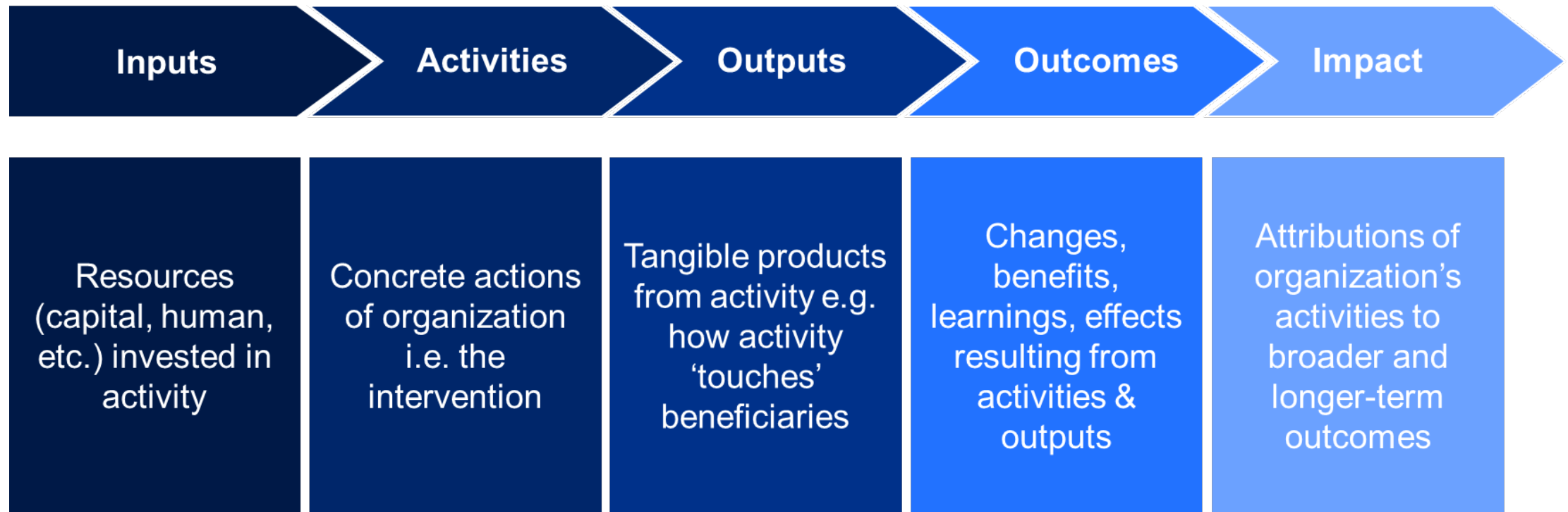# Our Point of View on Equity, Diversity and Inclusion (EDI)

We believe in creating a shared understanding of what EDI progress may look like, and the terms that define this progress. The pillars defined below create the foundation for integrating EDI principles across an organization.

Term	Diversity	Inclusion	Anti-Racism/ Anti-Oppression	Equity	Belonging
What it means	The ways in which individuals differ	Respect, support and removal of barriers to contribution	Actively opposing racism and oppression by challenging and changing systems and structures	Fair treatment, access and opportunity for all people	A feeling of security, support and acceptance

Accessibility
- Individuals differ in what they can access and how
- It is key to remove barriers to improve accessibility for all
- Building equitable access and opportunity for everyone is key to fostering a sense of belonging for all

A fundamental principle of our approach is: **"Nothing about us without us".** This statement captures the importance of co-creation with those impacted by decisions to achieve equitable and inclusive outcomes.

Measuring Impact in EDI

We understand the importance of committing to advancing EDI within organizations, but also establishing the terms through which we can measure the impact of this commitment. Our Impact Measurement Framework ties strategic initiatives to impact metrics to enable organizations to track their progress.

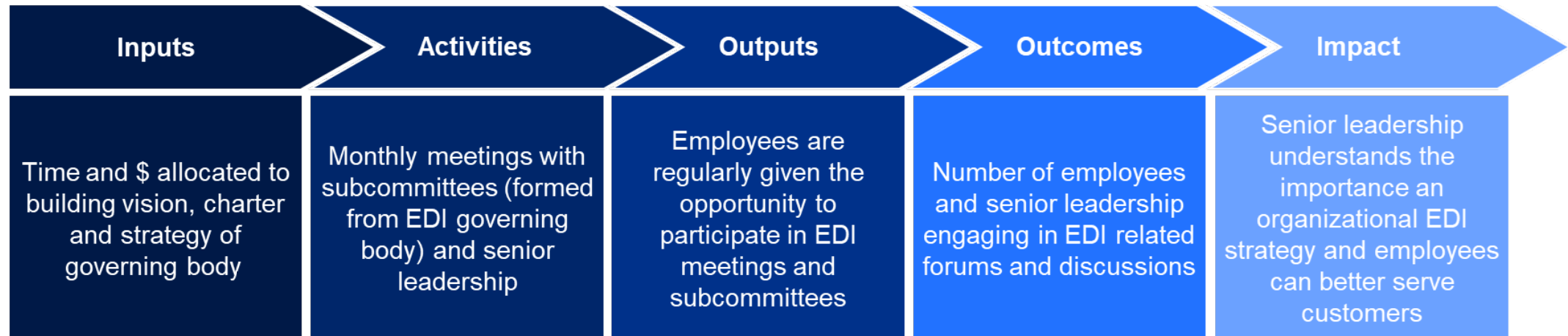| Inputs	Activities	Outputs	Outcomes	Impact
Resources (capital, human, etc.) invested in activity	Concrete actions of organization i.e. the intervention	Tangible products from activity e.g. how activity 'touches' beneficiaries	Changes, benefits, learnings, effects resulting from activities & outputs	Attributions of organization's activities to broader and longer-term outcomes

Example: Measuring Impact in EDI

For organizations within the asset management sector, it is important to consider the application of EDI internally as part of the formal governance structures within the organization.

At a strategic level, organizations can decide to better serve its end customers by building internal governance mechanisms which continuously raise and monitor the organization's ability to integrate an EDI lens.

To achieve this, the following strategic initiative can be undertaken:

Establish an EDI governing body which has direct contributions from and communications with members of senior leadership.

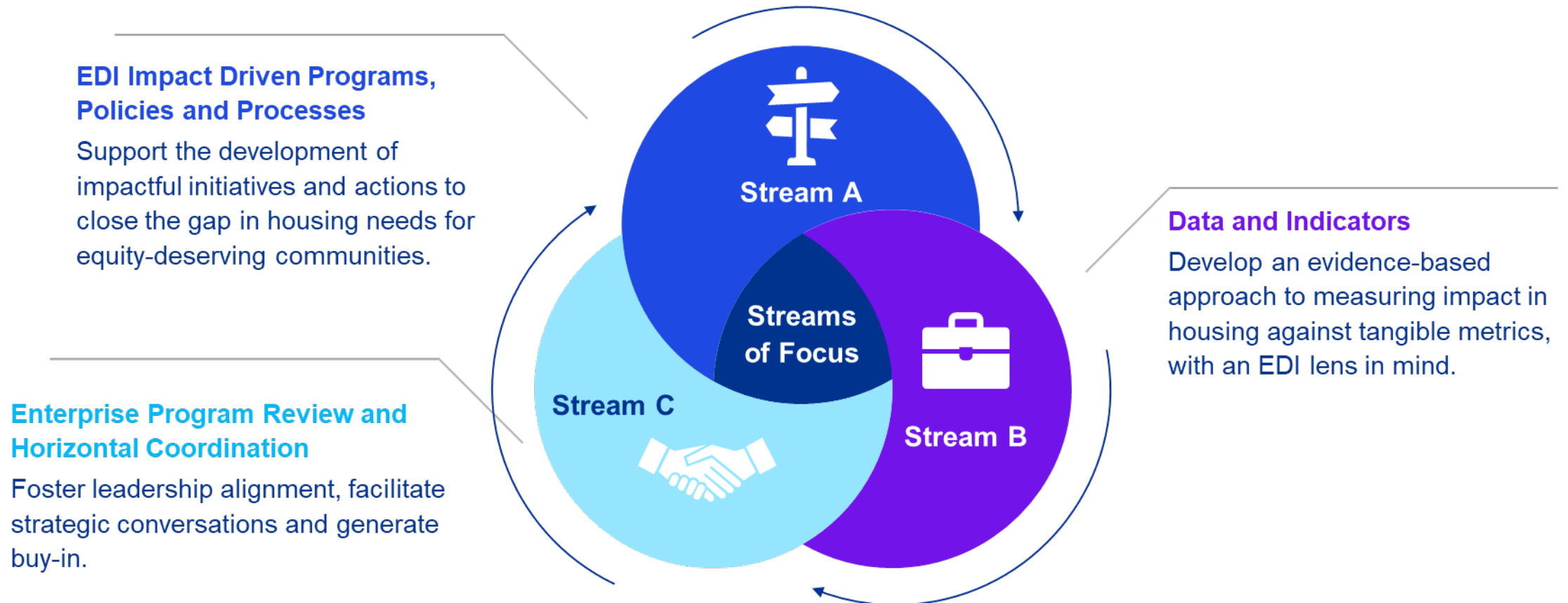*How can we measure the impact of this initiative?*

Inputs	Activities	Outputs	Outcomes	Impact
Time and $ allocated to building vision, charter and strategy of governing body	Monthly meetings with subcommittees (formed from EDI governing body) and senior leadership	Employees are regularly given the opportunity to participate in EDI meetings and subcommittees	Number of employees and senior leadership engaging in EDI related forums and discussions	Senior leadership understands the importance an organizational EDI strategy and employees can better serve customers

03.

Client Story:
Applying EDI to
Infrastructure

About Our Client

Our team worked with a **national housing organization** committed to providing equitable housing opportunities for all Canadians. The client was looking for the development of a **comprehensive EDI strategic plan** which could support the refresh of its policies and processes, as well guide the organization in **measuring its EDI impact**.

EDI Impact Driven Programs, Policies and Processes

Support the development of impactful initiatives and actions to close the gap in housing needs for equity-deserving communities.

Enterprise Program Review and Horizontal Coordination

Foster leadership alignment, facilitate strategic conversations and generate buy-in.

Stream A

Streams of Focus

Stream C

Stream B

Data and Indicators

Develop an evidence-based approach to measuring impact in housing against tangible metrics, with an EDI lens in mind.

Tracking at a Systematic Level: EDI Impact Driven Structures
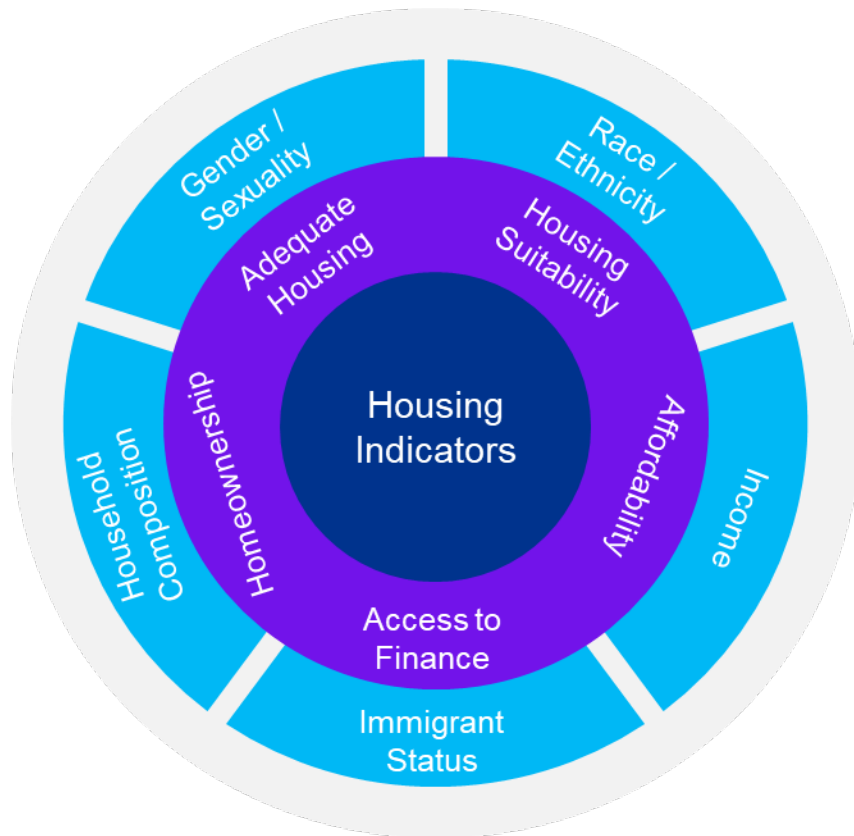
In order to set up the internal structures required to advance EDI, it was necessary for us to work with the client to apply a detailed lens to policies, programs and processes. GBA Plus was a tool which was leveraged to assess impact driven work.

Step in GBA Plus Tool	Key Activities	Sample Questions Reflected on from GBA Plus Tool
1. Identify Key Issue	Understand the connection of the policy/process to broader social, cultural and economic factors.	❑ Does the policy or process take a long-term and holistic view to its specific topic of focus?
2. Challenge Assumptions	Question individual and organizational assumptions regarding the policy or process.	❑ Are there assumptions being made about the uniformity of population groups impacted?
3. Gather the Facts: Research and Consult	Conduct research and consult stakeholders to seek out multiple data and experience-based viewpoints.	❑ Have the views of affected people been included in the design of the policy or process?
4. Develop Options and Make Recommendations	Leverage findings to recommend changes to existing policies and processes or the introduction of new ones.	❑ What outcomes will improve current inequitable situations between various equity-deserving communities?
5. Monitor and Evaluate	Monitor the effectiveness of amended policies and processes, and impact on equity-deserving communities.	❑ Are targeted interventions being used to ensure the policy or program is accessible to diverse groups of people?

Tracking at an Informational Level: Data & Indicators

We emphasized the importance of developing an intersectional approach to examine housing indicators internationally. Our team applied a socioeconomic approach to understand how Canada can follow after other countries in understanding housing outcomes for various demographics.

Data Source	Proxy Indicators Measured Globally
Housing Suitability	1. Housing Preferences / Dwelling Satisfaction indicators (CHS) 2. Social Inclusion Index 3. Population Density overlaid with Housing Density
Adequate Housing	1. Age of Unit (Forward-looking Indicator) 2. Discrimination proxy for repair issues 3. Environmental Issues
Affordability	1. Population Density overlaid with Housing Density 2. Dwelling Satisfaction – Affordability 3. Skipped or delayed mortgage payment and Skipped or delayed non-mortgage payment (Forward-looking Indicator)
Access to Finance	1. Discrimination (based on education and income) 2. Creditworthiness / Credit Score 3. Creditworthiness: Being refused a credit card 4. Inheritances 5. Financial Literacy

Tracking at an Organizational Level: Impact & Strategy

In order to embed EDI across the strategy of the organization, we considered how the client can shape its upcoming plans to focus on three key concepts: Equity, Access and People.

Equity

- ✓ Designing strategies with equity as a lens in decision-making at the leadership level
- ✓ Reviewing workplace policies to help employees bring their whole selves to work
- ✓ Catering customer processes to the needs of users identifying with various communities

Example: Creating a business strategy in which EDI is a foundational pillar in customer and employee retention

Access

- ✓ Considering location of services and dissemination of information to reach users
- ✓ Embedding accessibility principles into the design of workspaces and facilities
- ✓ Providing individuals with a seat at the table, to raise their concerns and share ideas

Example: Releasing important communication updates in digital and print mediums

People

- ✓ Understanding services with a human-centered design perspective in mind
- ✓ Developing services which are applicable and relevant to various communities
- ✓ Implementing the necessary supports to improve usage of services

Example: Integrating language options in customer materials to support understanding

04.

Wrap-Up &
Conclusion

What Can Your Organization Do to Advance EDI?

All organizations have the opportunity and responsibility to advance EDI and create a sense of belonging for leaders, employees, volunteers and customers. Integrating EDI across organization and systemic levels can result in collective change.

01

Keep Your Customer in Mind

- Consider what communities access your organization's services, and what challenges to access they may face
- Provide amenities and services which cater to the needs of different communities and customers

02

Broaden Professional Networks

- Actively commit to attending networking events which showcase businesses and causes from equity-deserving communities to gain diverse inputs
- Expand partnerships with entities managed by equity-deserving communities to build representative portfolios

03

Actively Collect and Track Information

- Gain a better understanding of the demographic composition of your customers and inequities faced
- Tailor your services and processes based on your internal findings and assessments

04

Adapt Your People Strategy

- Promote job opportunities through non-traditional pipelines to expand access to diverse candidates
- Develop formal succession plans for high potential talent to broaden diverse perspectives at the decision-making level

05

Formalize EDI Within Processes

- Host focused conversations internally, specifically on gathering EDI perspectives, when initiatives are being proposed to formalize EDI considerations in decision-making
- To learn more on embedding an equitable lens in decision-making, consider leveraging the What Works Toolkit

06

Commit to Continuous Learning

- Determine areas you want to learn more about and engage in learnings related to those topics
- Be curious to learn about others, actively listen without judgment, and empathize with their perspectives

Driving Change in Asset Management

We as members of Canadian society contribute to a broader ecosystem of internal and external stakeholders. Our decisions should consider and factor intersectional impacts on these various stakeholder groups.

Intersectionality is a framework for understanding how different aspects of a person's social and political identities (e.g., gender, race, class, sexuality, ability, physical appearance, etc.) combine to create unique modes of discrimination and privilege. Intersectionality identifies advantages and disadvantages that are felt by people due to this combination of factors.