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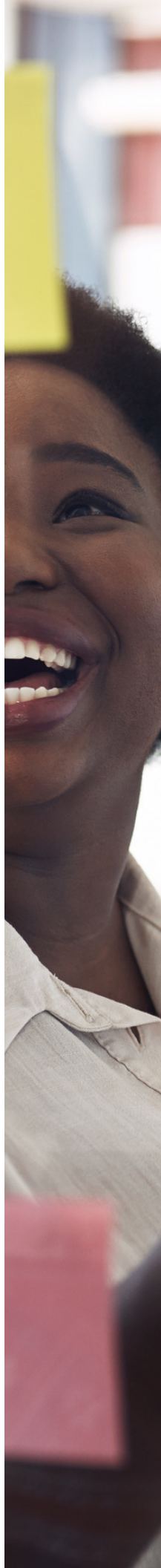
Canadian Association of Geographers Focus Group Analysis

presented by



Table of Contents

- 3 Overview
- 4 Your consultants
- 5 Before you begin...
- 14 Focus Group Analysis
- 21 Recommendations
- 25 Helpful Information
- 28 What's next?



Overview

Canadian Association of Geographers (CAG) engaged Bakau Consulting to complete a focus group in 2023. As a consultancy service that approaches employee and client well-being through an intersectional feminist and anti-oppression lens, Bakau looked to identify areas of growth within the organization as they relate to the commitments of Justice, Equity, Diversity, and Inclusion (JEDI). Through this review, we have compiled a list of key recommendations that will aid CAG in choosing the right policies and commitments for their organization moving forward.

Methodology

The team at Bakau Consulting gathered qualitative data from one focus group conducted with 6 participants in total.

Limitations

Every analysis has limitations that can impact the results; this is important to keep in mind so as not to take data at face value, rather use it for further investigation.

- While some key recommendations have been shared, since this was not an audit, Bakau hasn't performed an analysis on the data gathered.
- All trends listed here are indicative of the sample given. With a very small participation in this one focus group, we can indicate that what is reported within this report may not be indicative of all trends within CAG.
- Lower-paid or marginalized folks may not have the time to devote to a 1.5 hour focus group outside of work, school, caregiving, or other commitments. As this was a voluntary focus group engagement, we may see a skew of responses toward specific demographic groups.
- We center BIPOC and marginalized voices, so when we find a thread of concern, we investigate. This means that this report may feel hyper specific or nitpicky, but there is a reason behind it.
- Some participants may not have felt extremely comfortable responding within the focus group as there were other participants present.

Your consultants

Bakau Consulting (formerly Cicely Blain Consulting) is a full-service equity, inclusion and anti-racism consulting company based in Canada, with a global, intersectional approach. We believe in collective liberation, meaningful social change and the power of equity. Our commitment to these values is evidenced by our strategic range of services and our fun, fierce and no-bullshit approach to “diversity and inclusion”.



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Our work takes place on the unceded territories of the Musqueam, Squamish and Tsleil-Waututh First Nations.

Before you begin...

LIMITATIONS

Given that we only conducted one focus group, what we capture here may not be indicative of all trends within CAG. We recommend leveraging what is shared here to encourage and begin more transparent conversations at CAG.

THESE ARE YOUR WORDS

All of the quoted text is verbatim, edited only for clarity or grammar. All bullet points are summations of larger themes. All of the data comes from content provided by the organization. No external sources were consulted (unless otherwise agreed upon).

EVERYONE HAS BIASES

The content of this document is as impartial and objective as possible, with the recognition that any human (or even machine) may imbue bias into their work. Even a diversity & inclusion consulting team has biases and areas of growth.

EMBRACE VULNERABILITY

The document may expose uncomfortable truths and realities about the organization, leadership or individuals. If you feel personally impacted by any findings, embrace the uncomfortable feelings that may come with that and fuel them into making meaningful personal and organizational change.

Key terminology

EQUITY

Where equality means each individual or group of people is given the **same** resources or opportunities, equity recognizes that each person has **different** circumstances, and allocates the resources and opportunities needed to help make our experiences more equal. An equitable lens is one of the most powerful tools in this work, as it helps us acknowledge we are **not** all the same, and we do not all have the same access as everyone around us. Historically and currently, some folks have been centred – treated as neutral or default – while others have been treated as different, exceptional, or 'other.' Equity tells us to:

- Notice how different folks are treated in society
- Think critically about the effects
- Strategize how to make things more equal based on current circumstances

Golden rule: Treat others how **you** want to be treated.

Platinum rule: Treat others how **they** want to be treated.

This is a principle of equity, because it acknowledges that our diverse experiences impact how we wish to be treated in this world; and that how I wish to be treated may differ from how you wish to be treated. Our analysis works with equity and the platinum rule.



Equity: needs based, grounded in current realities



Justice: hopeful, innovative; existence of structures that proactively ensure equality for all



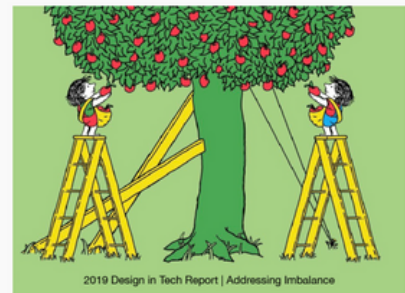
INEQUALITY



EQUALITY



EQUITY



JUSTICE

Key terminology

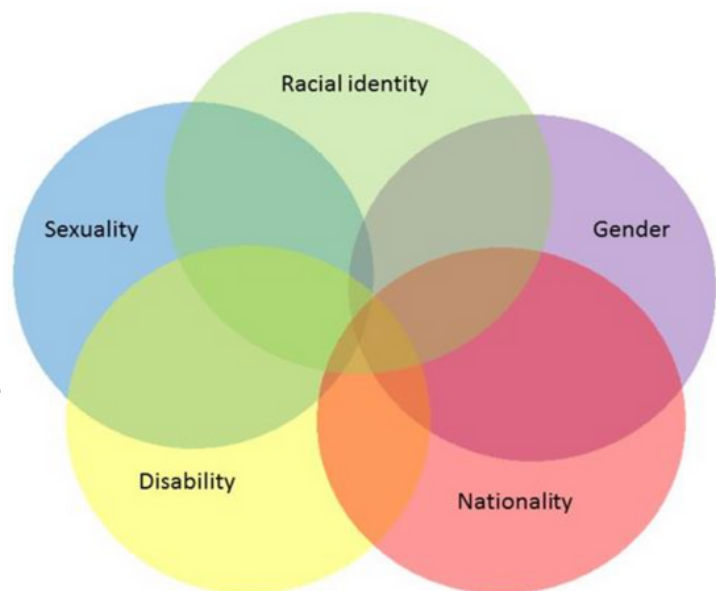
INTERSECTIONALITY

Intersectionality, coined in 1989 by Kimberlé Crenshaw, is the concept that all oppression is linked. We have multiple identities such as gender, race, sexuality, ability, religion, and more. These identities overlap and interact with one another, making our experiences unique and complex.

Intersectionality helps us see that we must consider everything and anything that marginalizes people. It pushes us to challenge our assumptions by seeing further detail and complexity. Shared lived experiences are a real thing, **and** other identities at play will lead to diversity **within** those shared experience.

See the example identities on the image below (many more can be added too). Picture how where certain ones overlap, folks at the **intersection** of 2 identities would have distinct experiences from those who just held 1 of those identities.

Someone existing at the intersection of gender and race, for instance an Asian woman, will experience not only the affects of both racism and sexism, but also may experience harm specific to Asian women; unique from other non-Asian racialized folks. Her experience is unique from others within categories of gender and race, and unique even from the section where the categories overlap. Identities are complex and unique!



Intersectionality reminds us there is often more detail that must be considered in the ways we see the world. As you read this report, remember to use an intersectional lens; understanding how oppressions are complex and interconnected.

Key terminology

INTENTIONS VS IMPACT

What becomes clear often in this work of unlearning is that there is a gap between our intentions and the impact felt by our actions and words. We often may be unaware of our own power and privilege and our learning might come at the expense of someone else. In our anti-oppression learning, we need to become aware that good intentions do not mitigate the harm caused. If someone accidentally steps on your foot, even if you know it was not on purpose, it does not take away the pain. What if you had a previous injury and this has caused you more pain? What if you reacted appropriately to the pain you felt?

When we understand how someone may have been harmed by systems of oppression before and we add to that pain, their pain may be amplified regardless of our intentions. Working from this understanding allows us to see the intricacies of anti-oppression and acknowledge impact over intentions.



ABLEISM

Ableism is the discrimination of and social prejudice against people with disabilities which is built on the belief that able-bodied people are superior. It defines people by their disability and brushes entire groups of people as 'less than.' At its heart, ableism is rooted in the assumption that disabled people require 'fixing' and defines people by their disability.

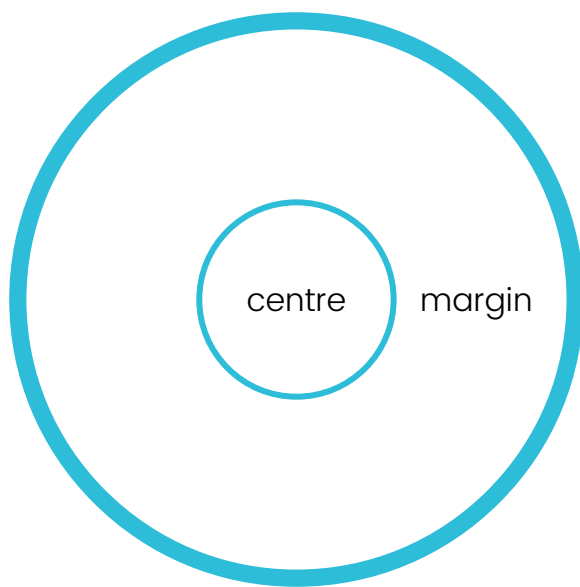
Ableism in our society can be found in many different places. Examples include:

- Our everyday language includes jokes, euphemisms such as labelling something or someone as 'crazy'.
- Limiting the interactions of children with disabilities to those without.
- Not including disability justice or resources from authors with disabilities in the curriculum.
- Lack of access and accommodations such as access to buildings, rooms, elevators, lack of closed captioning, ASL interpreters at meetings etc.
- Disregarding experiences of people with disabilities because of their disabilities.
- Not hiring people with disabilities.

Key terminology

MARGINALIZED & CENTRED

Many standards exist in society, even unspoken ones! Those who are centred in society are treated as neutral, or the default. Because unconscious bias is a first instinct that attempts to save us time (so we're not constantly pondering what to wear, what to eat, etc.), if we think of someone **first**, our brains may prevent us from spending the time thinking of others, which leaves them out (exclusion).



Identities that have been **centred** in North America include white, heterosexual, cisgender (same gender as assigned at birth), middle to upper class, non-disabled, Christian or areligious, and more.

Identities that have been **marginalized** include ones that fall outside of those listed above. These experiences are treated as different, or 'diverse,' and often aren't the first thought. A detriment of not being a 'first thought' is that in a rapidly moving society, you may not be thought of at all. Your needs, desires and magic may be missed altogether.

Equity means widening the centre to accommodate everyone; ensuring they are treated as important and sacred. It also means **prioritizing** folks who have been pushed to the margins (marginalized). Folks who have historically been centred are not in danger of losing their central spot; room is just being made for others.

When you welcome in a new roommate, you clean the house so they feel excited and comfortable entering the space. Once they enter, it doesn't mean **you** have to leave! Rather, maybe it means they help you keep the place neat and beautiful, share their strengths like their eye for interior design, and celebrate **your** strengths like your fragrant cooking and excellent taste in music. The space evolves based on a collective presence, which makes it better and better. It is equitable in that you've done what was needed to make your roommate feel just as central in the space as you do, even if you were there first, and now both of you enjoy the results.

Key terminology

MARGINALIZED & CENTRED

When we centre a group, it doesn't mean we marginalize everyone else. It means we continue to place various folks at the centre based on needs and experiences.

People's needs fluctuate, so who is centred depends on context. Keep in mind, centring someone does not mean **hierarchizing** them or treating them as though they are better. Let's look at an example, I.E. Pride:

Pride is about fighting for 2SLGBTQIA+ rights, honouring oppressive histories, and celebrating queerness in its many forms. On Pride, we specifically centre 2SLGBTQIA+ folks because that is who we're talking about, commemorating, grieving, and celebrating. We don't centre cis straight folks because cis straight folks do not have the **same** histories and struggles that stem from their gender/sexuality as 2SLGBTQIA+ folks do, and we're allowed to centre different things at different times (still thinking intersectionally – see [this article](#)).

This does not mean cis straight rights are compromised; it just means we focus on topics at hand, acknowledging their past and ongoing marginalization.

Centring is an exercise in equity and intersectionality. We will recommend centring throughout the report.



Key terminology

OPPRESSION AND ANTI-OPPRESSION

Oppression is a state of being in which some benefit and others do not. It is an umbrella term that encompasses all different experiences of uneven power dynamics and opportunities. Those who don't benefit from the systems in place experience many repercussions that range from extremely subtle to extremely explicit; all of which are connected to the broader systems of oppression.

Anti-oppression is a lens and practice of noticing, naming, and mediating oppression, looking towards a future of justice and equality for all. Anti-oppression focuses on injustice at all levels: systemic, interpersonal, and everything in between.

Key Definitions

ACCOMPLICE

An accomplice is someone who takes allyship to the next level. They are willing to put their privilege on the line in order to disrupt racism, white supremacy and beyond. Engaging in accomplice behaviour can be referred to as accompliceship.

ALLY

A person of one social identity group who stands up in support of members of another group; typically a member of a dominant group standing beside member(s) of a group being discriminated against or treated unjustly.

CALLING IN

'Calling In' is an opportunity to invite the individual for a private conversation either one-on-one or with a small group.

CALLING OUT

'Calling Out' someone brings public attention to the individual, group, or organization's harmful words or behavior.

Key Definitions

GENDER IDENTITY & EXPRESSION

Gender identity is each person's internal and individual experience of gender. It is a person's sense of being a woman, a man, both, neither, or anywhere along the gender spectrum. A person's gender identity may be the same as or different from their birth-assigned sex.

Gender expression is how a person publicly expresses or presents their gender. This can include behaviour and outward appearance such as dress, hair, make-up, body language and voice. A person's chosen name and pronoun are also common ways of expressing gender. Others perceive a person's gender through these attributes.

MICROAGGRESSIONS

Microaggression is a term used for brief and commonplace daily verbal, behavioural, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative prejudicial slights and insults toward any group, particularly culturally marginalized groups.

MISOGYNOIR

Misogynoir is a term referring to misogyny directed towards black women where race and gender both play a role. The term was coined by black feminist writer Moya Bailey in 2010 to address misogyny directed toward black transgender and cisgender women. The concept of misogynoir is grounded in the theory of intersectionality, which analyzes how various social identities such as race, gender, class, age, ability, and sexual orientation interrelate in systems of oppression.

PRIVILEGE

Privilege is a special right, advantage, or immunity granted or available only to a particular person or group.

SAFER SPACE

A safer space is inclusive of all, free from discrimination, when harm occurs there is accountability taken, and call-ins are practiced. A safe(r) space recognizes that no space may be fully safe as harm can still be caused unintentionally. A safe(r) space focuses on mitigating the harm by focusing on accountability in the form of call-ins (where possible) and continued learning.

Key Definitions

SEX

Sex is the anatomical classification of people as male, female or intersex, usually assigned at birth.

TOKENISM

The practice of making only a perfunctory or symbolic effort to do a particular thing, especially by recruiting a small number of people from underrepresented groups in order to give the appearance of sexual or racial equality within a workforce.

Focus Group Analysis



The Focus Group

The focus group took place on February 28th, 2023. 6 CAG members took part in the focus group.

At Bakau Consulting, our work is informed by anti-oppressive, anti-racist, intersectional feminist, and liberation principles. In our facilitated focus groups, we aim to create an environment where everyone feels safe enough to make candid and honest contributions. These contributions support an organization's commitment to Justice, Equity, Diversity and Inclusion (JEDI).

We hold space for participants to share their experiences, and make suggestions for change. These conversations allow for more context and an in-depth analysis of situations.

Our focus group questions are informed by four main principles that furthers JEDI work in the workplace and creates a sense of inclusion and belonging.

Anti-oppression

Anti-oppression is the driving force behind our work. We name, deconstruct and re-imagine unjust systems. Then, we strategize for the revolution and liberation. These systems include but are not limited to Racism, Colonialism, Sexism, Ableism, Homophobia, Transphobia, Xenophobia, Classism, Ageism, Misogyny/Misogynoir, and anti-Blackness.

Intersectionality

Intersectionality is a lens through which we view the world: we see that all systems of oppression are interconnected. Inspired by the words of Kimberlé Crenshaw and the actions of intersectional feminists, we believe in a nuanced and holistic approach to social justice work.

Equity

Equity is about the redistribution of power and resources. It's a process we see as crucial to fair and just workplaces.

Lived Experience

Lived experience refers to the knowledge gained from individuals' experiences and choices, which is influenced and impacted by power, privilege, and systems of oppression. We hold belief that lived experience is just as important as professional and educational experience... maybe even more so.

The Focus Group

Through the focus group, we endeavored to understand what is working within CAG and what are some areas of opportunity. To that end, we asked the following questions and recorded the responses of the participants:

- **Understanding the current landscape:**
 - How do folks feel about the current values and JEDI commitments undertaken by CAG?
 - Do folks feel that CAG is in alignment with its values and commitments to JEDI?
 - What is missing from CAG's values and commitments?
- **The experiences and feelings:**
 - What is folks' experience like with the CAG?
 - Do folks feel like their opinion is valued?
- **Imagining the future:**
 - In an ideal world, what would an anti-oppressive CAG look like?
 - Where would folks like to see the organization begin with implementing their feedback?
 - What would accountability look like when it comes to this process?
 - How often should the organization's commitment to JEDI be revisited? How would CAG keep momentum going?

In the following sections, we offer insight into what the focus group participants shared as well as our recommendations for how CAG could continue on their JEDI work. The insights provided in the focus group are of the participants. Further analysis on the responses has not been provided as there was only limited information presented. Some of the key themes that emerged through this focus group include:

- The need for Pay Equity
- Creation of Safer Spaces
- The missing Data
- Path to Transparency & Accountability
- Reimagining Policies

Pay Equity

The focus group participants shared the following positive thoughts regarding pay equity at CAG:

- CAG has been offering many services free of charge to folks. This has helped them to access services especially when they were students or in between jobs.
- The newsletter has been a resource accessed by many to get up-to-date information on the industry.
- Pay equity embodied by CAG can also be seen through their flexible membership. Having the option to start membership at a later or an earlier date has been helpful for folks.

The gaps in pay equity lie in the following areas which could pose as an opportunity for CAG to embody their commitment to JEDI. Focus group participants shared that:

- A sliding scale for membership and conferences would be helpful in ensuring that folks who do not have resources at their disposal can still access the services provided by CAG.
- Another aspect to consider is to avoid providing funding/scholarships after the fact. Most people who are applying to reimburse their expenses do not have the money to pay upfront. CAG could bridge this gap by either giving the funds upfront to folks or have a more flexible payment structure.
- Furthermore, folks who are actively trying to contribute to the betterment of CAG should be compensated. While many folks have been enthusiastic in volunteering their time, the emotional labour that JEDI work requires must be compensated in some way. This could be in the form of monetary compensation or anything else that the folks may prefer. Some participants shared that they would be happy to contribute their expertise if CAG could offer them free membership to the Association.

Safer Spaces

A Safer Space means identifying and preventing instances where physical or emotional safety or wellbeing of stakeholders are compromised. To actively maintain a safer space is to also recognize the intersectionality of oppression, and that safety for a privileged individual may not be safer for others. Historically and currently in Canada, privileged individuals are those who identify as cisgendered heterosexual white men, and cisgendered heterosexual white women. A safer space requires active re-assessment of the workplace environment, as well as dedicated ongoing anti-oppression training of leadership and stakeholders. A safer space at CAG could mean foremost building trust and respect across the membership.

As it relates to creating a safer space, the participants shared the following:

- Given the industry is overrepresented by white men, this is also reflected in the membership at CAG. Folks recognized that there are fewer women (cisgender and transgender) as members and when it comes to racialized women and gender diverse folks, there aren't many representations across the membership.
- Many of the awards that have been given in the past were received by folks who are not part of any racialized or marginalized group.
- CAG may not be a safer space for folks at the moment. In fact, when asked what piece of advice folks would give to younger CAG members, some of the participants recommended that newcomers should keep their marginalized and racialized identities hidden. Until CAG is able to have a concrete anti-bullying, anti-discrimination, anti-harassment policies along with a Code of Conduct policy, folks may not feel comfortable bringing their authentic selves to CAG.
- There is also a need to create Safer Space when inviting folks for in-person conferences and/or events. Folks mentioned that they did not feel comfortable in these spaces as there is a higher likelihood of being discriminated against based on their marginalized and racialized identities. There is a need to sign a Code of Conduct before each in-person event so that folks can feel safer in these spaces.

Data

Focus group participants noted:

- There is key data missing that CAG should work towards finding. For instance, there is attrition of women (cisgender and transgender) and gender diverse folks in the industry (as shared by participants) from the time they enter undergraduate spaces until they become professionals. Thus, it would be worthwhile for CAG to find out what this rate of attrition is and when and how they could intervene.
- Another piece missing is the representational data at CAG. Conducting an audit of the membership and community at large to find out who is represented at CAG was suggested. This kind of valuable data could also help inform CAG's upcoming policies.

Transparency & Accountability

Many of the respondents shared the following:

- There is no avenue for them to share their grievances with CAG. Folks have also noted that when they have brought matters to the leadership, they've been dismissed and belittled, leading to folks feeling unsafe.
- Transparency is missing from many of CAG's processes. The number one issue identified was that there is no information on who might be sponsoring CAG and its events. Do these sponsors uphold the values of Justice, Equity, Diversity, and Inclusion? Without this information clearly available for stakeholders, CAG wouldn't be able to create a 'safer space'.
- Transparency around being able to access meeting minutes is also missing. There is no clarity around accessing notes, or clarity on the processes that CAG undertakes while making decisions. This makes folks feel alienated from the overall CAG leadership.
- Folks do not have knowledge of how to access funds for their own projects. This information should be shared during onboarding and should be a part of a consistent effort in maintaining transparency with stakeholders.

Policy

When asked what an anti-oppressive CAG would look like, folks shared that CAG may need to work on developing the following policies:

- Code of Conduct policy
 - This policy protects members and all stakeholders and is, currently, missing from CAG. This Code of Conduct should be signed by all members and leadership as well as by anyone attending CAG conferences.
- Value Statement
 - A clear statement of values that CAG upholds is needed. Folks mentioned that they would appreciate seeing what are the values that CAG upholds and how they put them into action.
- Anti-Discrimination, Anti-Harassment, and Anti-Bullying Policy
 - Another aspect to consider is creating policies regarding discrimination, bullying, and harassment. Adding in a statement about which classes are protected could instill faith in CAG's commitment to protecting their staff and clients.
 - [For example CAG could state that, "no stakeholder shall be discriminated against on the basis of their Indigenous identity, race, colour, religion, sex, pregnancy (including childbirth, lactation, pregnancy loss or related medical conditions), national origin, age, disability, relationship status (including marital status, number or type of relationships and so on), sexual orientation, gender identity, gender expression, genetic information (including characteristics and testing), military and veteran status, incarceration, sex work, and any other characteristic or lived experience."]
- Accountability Policies
 - CAG should identify what would be the consequences to folks who do not uphold CAG's values and are in violation of the Code of Conduct they sign. Perhaps folks caught discriminating, bullying, or harassing others should have their membership revoked. How will folks be held accountable for their actions?

RECOMMENDATIONS



OUR RECOMMENDATIONS

Based on what was shared during the focus group, we recommend the following approaches for CAG to work towards their JEDI goals:

- **Create an anonymized reporting structure for instances of discrimination, bullying, and harassment and for people to share their feedback with leadership.** Given that many folks did not feel comfortable reporting, an avenue to file an anonymous complaint could be extremely beneficial. While with anonymized reporting CAG's ability to investigate might be limited, it would encourage folks to report these instances without the fear of repercussions that they currently have. As mentioned, anonymized reporting structures may pose as a barrier while investigating the issue, perhaps having a person dedicated to this work internally or outsourcing these claims to an external consultant might be helpful in bridging this gap. Folks should also be made aware that they can reach out to Work Safe organizations in their districts as well as the Human Rights Tribunal/Commission.
- **Write policies that protect the stakeholders of CAG.** As mentioned earlier, CAG should actively work on creating their Safer Space policies which could include their Code of Conduct policy, anti-bullying, anti-harassment, and anti-discrimination policies, and more. As CAG works on these policies, they should consider inviting in stakeholders to contribute their opinions and expertise to the policy writing process. These policies should then be collaboratively reviewed by CAG membership to ensure that they are inclusive and intersectional. CAG could also conduct a policy survey to understand where the gaps in their policies exist. A collaborative and community based approach to this work ensures that CAG can work towards a more inclusive, intersectional, and anti-oppressive future.
- **Structure in Call-Ins and Call-Outs.** Train stakeholders on how to effectively Call In or Out someone and create the respective policies. Having both of these policies would ascertain that we allow people the space to learn while also ensuring that harm isn't perpetuated throughout CAG. 'Calling Out' someone brings public attention to the individual, group, or organization's harmful words or behavior. 'Calling In' is an opportunity to invite the individual for a private conversation either one-on-one or with a small group. There are instances that necessitate each kind of policy and CAG should ascertain which instances need a call-out and which might need a call-in.

OUR RECOMMENDATIONS

- **Targeted efforts to invite folks from marginalized and racialized background into CAG.** As folks identified that there is a lack of diversity at CAG, it would be worthwhile to create structures in place to invite people from marginalized and racialized backgrounds. Perhaps this is due to attrition within the industry, and in that case, CAG should explore how they can support these marginalized and racialized students as they advance towards their careers in Geography. While it is of the utmost importance to invite marginalized and racialized folks to CAG, the organization should not tokenize them.
 - Tokenism can be defined as the practice of making only a perfunctory or symbolic effort to do a particular thing, especially by recruiting a small number of people from underrepresented groups in order to give the appearance of sexual or racial equality within a workforce.
 - Another pathway that CAG could take is to create mentorship programs for marginalized and racialized students and members.
- **Structure in additional training.** Given that folks have mentioned how CAG might not be a Safer Space for them, we suggest that CAG hold training sessions for their stakeholders to ensure that they do not contribute to creating an oppressive environment. Some of the essential trainings we might recommend include key subjects such as Anti-Oppression, Anti-Racism, Decolonization, Gender & Sexuality, Unconscious Bias, and Inclusive Communications. This training should begin with the leadership at CAG and then be trickled down to all members and stakeholders.
- **Create an accountability policy.** What would happen to folks who do not uphold CAG's values? Folks should be clear on the consequences of what would happen if they violate any of CAG's policies. This ensures greater safety for CAG's stakeholders while instilling trust within the marginalized and racialized communities. CAG would also have to consider the level of accountability that each individual would have based on their level of interaction with CAG. Perhaps, members would have a certain level and similarly, the leadership team might have to showcase a different level of accountability to the stakeholders.

OUR RECOMMENDATIONS

- **Make pay equity central to the values of CAG.** To ensure folks can continue accessing services provided by CAG, the organization should make consistent efforts towards ensuring that they support folks from marginalized and racialized backgrounds. This could include offering financial support, sliding scale payment options, and more.
- **Conduct an annual audit.** In an effort to keep the voices of people at CAG central, the organization should conduct an organization-wide audit to ensure that they can hear from the stakeholders and community at large. This would help guide CAG in their JEDI endeavors and decide where their efforts would be best focused. Moreover, a recurring annual audit would help CAG track progress and identify how the organization is measuring against their KPIs and metrics. A commitment to annual audits would also instill trust in all stakeholders of CAG that the organization is actively working towards creating a safer space.
 - Folks especially emphasized the need for gender-based data collection. An annual audit would serve as a viable option for CAG to track the diversity within the organization and have a better insight of the gender based data in the industry.
 - Collecting other demographic data in-addition to the gender-based data would allow CAG to form an intersectional understanding of data so they can further craft policies and strategy accordingly.
- **Invite input from folks.** While continuing this journey towards a just, equitable, and anti-oppressive CAG, we suggest providing an avenue for all stakeholders, especially from marginalized and racialized backgrounds, to provide their insights. This could look like an open survey, 1:1 conversations, or focus groups. People on the ground know best about what they want and need and they should be consulted while doing this work. Again, we would like to offer a word of caution to not expect these folks to do free emotional labour for CAG. These folks should be compensated for making CAG a safer space.

HELPFUL INFORMATION



Resources & Readings

GENERAL

[BC Human Right's Clinic: Harassment](#)

[WorkSafe BC: Bullying & Harassment](#)

[Courageous Conversations: Achieving Equity](#)

[Toolkit for Developing a Diversity and Inclusion Strategy](#)

[How White People Handle Diversity Training in the Workplace](#)

[Why Your Diversity Policies are Helping White Women, But Not Minorities](#)

[Reflecting on Leadership Diversity in Today's Nonprofit Sector](#)

[The Diversity Gap in the Nonprofit Sector](#)

[10 Ways to Attract and Hire Diverse Candidates](#)

[Meeting Equality: How To Make Sure Everyone Gets Heard](#)

[How to Amplify Others & Help Everyone's Voice Be Heard](#)

[The Bias of 'Professionalism' Standards](#)

ANTI-RACISM

[Tips for Community Consultation](#)

[The White Saviour Industrial Complex](#)

[Reclaiming Abuelita Knowledge As A Brown Ecofeminista](#)

[Emergent Strategy: Shaping Change, Changing Worlds](#)

[Examples of Racial Microaggressions](#)

[Why diversity, equity, and inclusion matter for nonprofits](#)

[100 Ideas, White Supremacy, Entrepreneurs and Income Inequality](#)

[Physiological & Psychological Impact of Racism and Discrimination](#)

Resources & Readings

GENDER & SEXUALITY

[Gender Diversity Alone is Not Enough](#)

[3 Examples of Everyday Cissexism](#)

['Gendered' Jobs Are on the Decline, But Stereotypes Remain](#)

[Why Women Don't Apply for Jobs Unless They're 100% Qualified](#)

[Here Are 20 Examples of Cissexism That We've Probably All Committed at Some Point](#)

[7 Myths About Coming Out at Work](#)

[Sexual orientation, gender identity and leadership](#)

DISABILITY

[16 Recommendations for Accessibility](#)

[This Is Disability Justice](#)

CLASSISM

[Why Companies Should Add Class to Their Diversity Discussions](#)

What's next?

OUR RECOMMENDATIONS FOR A THOUGHTFUL PROCESS...

OFFER GRATITUDE

Your stakeholders have shared vulnerable and personal information with us that we have compiled into this report. Many have likely dredged up painful experiences to share with us and help you improve. We recommend sending out a note to your team, letting them know how much you appreciate their dedication to this journey and bettering the organization.

EMBRACE TRANSPARENCY

It is important to be transparent both among leaders and also with the rest of the organization about the next steps for this process. Keep people in the loop at every stage of the journey and open yourselves up to constant feedback and accountability, however vulnerable this may feel.

PLAN WELL

We have provided recommendations and ideas. We have offered what could potentially be years of hard work in changing the organization structure to help people feel safe and valued. The next steps for you are to highlight which recommendations feel feasible to move forward with and create a strategic plan that provides tangible goals, timelines and accountability points to make these ideas a reality.

BE REALISTIC

Change is hard and takes time. When leaders over-promise but under-deliver, this further harms people. Be realistic, clear, transparent and kind in your journey.

Thank you...

... for trusting us with this important project and we look forward to helping you on your journey to justice, equity, diversity, and inclusion.



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