ANTI-RACISM ROADMAP FOR EVERYDAY ACTION

PART TWO OF A FIVE-PART SERIES

WHAT LEADERS CAN DO
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WE BELIEVE

Matrix360 strongly believes we must stand in solidarity with the Black and Indigenous communities as well as all communities affected by systemic racism. Further, we stand strong and in partnership with BIPOC communities to evolve societal and workplace systems. Our mission is to collectively end the ignorance and complacency that breeds racism in our society and workplaces. We know the road will be challenging for all.

We also know it is possible.

Matrix360 firmly believes it is imperative to move beyond words, circular conversations, checkbox approaches, fear of affirmative action, and stagnant mindsets that are steeped in inequities. A defining factor of our time will be how business leaders take action to address racism in our workplaces and society. Business leaders are key instruments for evoking change.

About Matrix360

For two decades, Matrix360 has systematically addressed, built and implemented solutions to dismantle the pillars of inequities, and rebuild with equity and care that works for all people. We build strategies and partnerships to evolve workplaces.

We create and implement concrete solutions and actions to evolve our workplaces where diversity is recognized, equity is embraced, inclusion is celebrated, and belonging is the outcome.
Business leaders have the power to shift the narrative and expand the boundaries within workplaces. They have the power to confront and eradicate mindsets that have negative, stereotypical, and prejudicial biases and assumptions that marginalize and underserve many BIPOC groups, and yes, White people too.

Business leaders need to embrace collective partnerships that are aligned with accountability for progressive change to happen. After all, it is all about the accountability to do better, know better, build better, act better and live better.

It begins with A … for Accountability.

_We ask you, as your leadership is needed:_

Will you Stand Up, Show Up and Build Action to combat systemic racism?

Will you help get us there?

The Matrix360 Team
Matrix360 would like to recognize the following project partners for contributions, content feedback, and support.

Company, Association, and Community Organization contributors:

- Acceleprise Ventures
- Black Community Action Network, Peel Region
- Black Gecko Consulting Group
- BOMA Toronto
- Canadian Association of Urban Financial Professionals
- CEE Centre for Young Black Professionals
- Dream Legacy Foundation
- Future Narratives
Matrix360 would like to recognize the following project partners for contributions, content feedback, and support.

Company, Association, and Community Organization contributors:

- **KDPM Consulting Group Inc.**

- **Trust15 Youth Community Support Organization**

- **Mentorship Initiative for Indigenous & Planners of Colour**

Individual contributors:

- **Nokuzola Ncube**
  MA Candidate, International Education Policy at Stanford University, Fellow at Resolution Project, Founder at OBD Ventures

- **Paul Okundaye**
  Management Consultant
Racism appears in many forms in workplaces and society. The institutionalization of racism is present and its symptoms are clearly apparent in systems, processes, policies, and behaviours. Eradicating racism is a complex task that will require both long-term commitment and intentional action. It will require many to confront fears, uncertainties, and challenge their own beliefs and assumptions. It will take real work.

The inequities that continue to thrive in workplaces are cancerous, and the impacts are felt throughout organizations. There are imbalances and archaic processes that continuously, whether consciously or unconsciously, marginalize and underserve many BIPOC employees, to the detriment of company cultures, engagement, productivity, and innovation as a whole. It is clearly evident in talent management practices, leadership teams, around boardrooms, and decision-making tables.

We strongly believe we have a unique window of opportunity to evolve our workplaces – as it is up to us to define what a new normal can truly be.

The time has arrived, where we collectively need to evolve workplace processes and systems. Business leaders need to confront their blind spots and hidden gaps to take action to evolve workplaces.
We ask all business leaders to own your responsibility as workplace leaders to do something lasting and meaningful, driving proper actions that are not just checkbox responses. We know one thing for sure: Many do not know where to begin.

The work will be challenging and it will take commitment, dedication, openness, discomfort, active listening, and more importantly, action, to eradicate racism.

The first step is for business leaders to own any naivety and ignorance in combating systemic racism. You cannot just research it. The solutions towards action come from more than passive research, or building walls, or relying on your human resources teams, or plainly ignoring the issues in hopes this too goes away. We must actively build toward action and solutions.

Part Two of our five-part series, Anti-Racism Roadmap for Everyday Actions, is intentionally focused on What Leaders Can Do.

As equity is the core to thriving societies, it is about leveraging the impact of your platform and voice to become an effective partner and champion for progress in the journey to eradicate racism.

It is about tapping into the external resources that are available to create massive actionable shifts forward and upwards in workplaces and society.

We must change the narratives, together.
### Glossary: Terms to Familiarize With

We will be discussing actions and solutions using various terms and concepts, with the following context in mind:

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Affinity Networks</strong></td>
<td>Based on the Employee Resources Group Model, with an intentional focus on frameworks that connect employees to the people managing the organization. The system is based on the investment of emotional, mental and physical commitment from collaboration between executive leadership teams and employee volunteers. Objectives are to systematically build employment processes with social spaces for employees to connect, learn and build with executive leaders; A platform that is directly linked to the internal talent management pipeline and leadership pipeline.</td>
</tr>
<tr>
<td><strong>Allyship</strong></td>
<td>Characterized by relationships with the conscious recognition of the value of the individual(s) or group(s) benefit(s) based on common interests through support, acknowledgement and action. Most often it is displayed through acts of kindness and action.</td>
</tr>
<tr>
<td><strong>Angel Complex</strong></td>
<td>A belief that one is exempt from having to address a particular issue on the basis of either: a subjective perspective dismissing its importance, a lack of awareness of its existence, or deeply held belief that a problem exists only elsewhere and therefore no action is required.</td>
</tr>
<tr>
<td><strong>Anti-Black Racism</strong></td>
<td>&quot;Is prejudice, attitudes, beliefs, stereotyping and discrimination that is directed at people of African descent and is rooted in their unique history and experience of enslavement and its legacy. Anti-Black racism is deeply entrenched in Canadian institutions, policies and practices, to the extent that anti-Black racism is either functionally normalized or rendered invisible to the larger White society. Anti-Black racism is manifest in the current social, economic, and political marginalization of African Canadians, which includes unequal opportunities, lower socio-economic status, higher unemployment, significant poverty rates and overrepresentation in the criminal justice system.&quot; (1)</td>
</tr>
<tr>
<td><strong>Anti-Indigenous Racism</strong></td>
<td>&quot;Is the ongoing race-based discrimination, negative stereotyping, and injustice experienced by Indigenous Peoples within Canada. It includes ideas and practices that establish, maintain and perpetuate power imbalances, systemic barriers, and inequitable outcomes that stem from the legacy of colonial policies and practices in Canada.&quot; (2)</td>
</tr>
<tr>
<td><strong>Anti-Racism</strong></td>
<td>&quot;Anti-racism is the active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably.&quot; - NAC International Perspectives: Women and Global Solidarity (3)</td>
</tr>
<tr>
<td><strong>Assumptions</strong></td>
<td>Thoughts, perceptions and perspectives that are opinion-based and not often derived from factual information, education, or data analysis.</td>
</tr>
<tr>
<td><strong>Belonging</strong></td>
<td>The conscious and willful belief, thought and feeling of unconditional acceptance without the fear of losing security or safety physically, mentally, emotionally, socially and spiritually.</td>
</tr>
</tbody>
</table>

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(3) Anti-Racism Defined. Alberta Civil Liberties Research Centre http://www.aclrc.com/antiracism-defined
Thoughts and beliefs that favour or oppose habits, behaviours, actions that are based in unfairness against person(s), place(s) or thing(s).

Intolerant or impatient behaviour(s) directed towards a person(s), group(s) or thing(s), which can occur both consciously or unconsciously.

"Supports causes that impact the Black community, has Black service users; Identifies itself as a Black organization serving the Black community" (4)

"A governance structure that is Black (i.e. a majority of board members are Black); A majority of senior management staff are Black" (5)

"The main population or service users are Black, an organization that explicitly (i.e. through vision, mission, or strategic plan) serves the Black community; An organization that uses an African-centered, cultural, approach" (6)

BIPOC Is an acronym for Black, Indigenous, and People of Colour (7)

Are based on the C.A.R.E. Principle of Matrix360; Where executive leaders create internal safe spaces for employees to engage in learning, leveraging emotional intelligence and collective brainpower to unpack, learn and reinforce processes that are centred on employees' mental, emotional, physical and spiritual well being.

Method of thought, action, and state of affairs that provides physical, mental, emotional, social, spiritual safety and security.

Commercial real estate (CRE) is property used exclusively for business purposes. From a business point of view, commercial real estate is any offering of office, retail, industrial, medical, hospitality, multi-family, land, and other commercial space that can be leased and bought for the use of the business. From an investment point of view, commercial real estate encompasses any type of property, including land, which brings or has the potential to bring income.

Knowingly holding on to or acting on belief and value systems that affect behaviours, habits, actions and thoughts.

The customs, beliefs, values, morals, and rules that frame and guide person(s), place(s), group(s) or thing(s) either consciously or unconsciously.

The state where people consciously feel unconditional acceptance, being included, and valued in the framework of workplaces and society. It is a human need that is central to our existence.

The conscious acceptance, belief, recognition, and thought that differences exist.

The experience when underserved group(s) directly or indirectly are forced to confront behaviours of the majority group(s) that have negative implications and in turn negatively affect the underserved group(s) experiences, behaviours, thoughts and comfort levels.

(4) (5) (6) Terms of Reference: Black, Black-lead & Black-serving (B3).
Black to the Future. https://blacktothefutureto.com/
(7) Definition of BIPOC. Collins Dictionary
https://www.collinsdictionary.com/submission/21314/BIPOC
Entitlement

Having a conscious or unconscious notion or belief that the person(s) has the inherent right to possess or have access to something, tangible or intangible.

Equality

The conscious acceptance of a state of balance that is evenly distributed in the form of status, opportunities and rights.

Equity

The conscious willful behaviour and action to recognize, accept and operate from impartiality and fairness towards a person(s), place(s) or thing(s).

Eurocentric

"Centered around Europe or European; Reflecting a tendency to interpret the world in terms of European or Anglo-American values and experiences." (8)

Fear

Adopting a mindset of negative, unpleasant thoughts, perspectives, opinions and feelings towards a person(s), place(s) or thing(s), occurring consciously or unconsciously.

Fragility

The conscious or unconscious act of thinking or feeling delicate, broken, or damaged based on direct or indirect behaviours, habits, beliefs or thoughts.

Inclusion

The conscious behaviour and action to recognize and accept person(s), place(s) or thing(s).

Indigenous

“Indigenous people identify as being descended from the Original Peoples of what is currently known as Canada. In this context, Indigenous peoples include people who may identify as First Nations (status and non-status), Metis and/or Inuit and any related identities.” (9)

Intentional

Adopting a mindset with conscious purpose, directness, and action.

Intersectionality

Is an important framework that helps us understand how the varying social constructs of people's identities overlap, often in multiple layers. Defined as the interconnected nature of social categorizations that apply to an individual or group. The term was coined by Kimberlé Williams Crenshaw who identified there are overlapping or intersecting social identities that relate to systems and structures of oppression, domination or discrimination.

Marginalization

“Is a long-term, structural process of systemic discrimination that creates a class of disadvantaged minorities. Marginalized groups become permanently confined to the fringes of society. Their status is perpetuated through various dimensions of exclusion, particularly in the labour market, from full and meaningful participation in society.” (10)

Microaggressions

“Are the everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership. In many cases, these hidden messages may invalidate the group identity or experiential reality of target persons, demean them on a personal or group level, communicate they are lesser human beings, suggest they do not belong with the majority group, threaten and intimidate, or relegate them to inferior status and treatment.” (11)

(8) Definition of Eurocentric. Merriam-Webster Dictionary
https://www.merriam-webster.com/dictionary/Eurocentric
A move to action to positively affect attitudes, perceptions, perspectives, behaviours and outcomes based on conscious opinions and thoughts.

The conscious and unconscious collection of perspectives, opinions and thoughts that directly negatively or positively affect attitudes, perceptions, perspectives, behaviours, habits and outcomes.

Persons or groups who recently arrived or joined established group(s).

A coming together of minds, efforts, and resources dedicated to taking action on a particular agreed upon issue, with the goal of measurable impact.

A conscious reflection and recognition that specific perspectives, opinions, and thoughts must be put on hold and explored for clarity to understand their effects on behaviours, habits and thought processes.

Preconceived thoughts, perceptions, or beliefs that are not based on reason, facts or perceptible reality.

The conscious or unconscious action or having the availability, choice and accessibility to position a person(s) or place(s) or thing(s) in an advantageous state.

“Is a term used to classify people into groups based principally on physical traits (phenotypes) such as skin colour. Racial categories are not based on science or biology but on differences that society has socially constructed, with significant consequences for people’s lives. Racial categories may vary over time and place and can overlap with ethnic, cultural or religious groupings.” (12)

“Is the systemic fair treatment of all people. It results in equitable opportunities and outcomes for everyone. It contrasts with formal equality where people are treated the same without regard for racial differences. Racial equity is a process (such as meaningfully engaging with Indigenous, Black, and People of Colour clients regarding policies, directives, practices and procedures that affect them) and an outcome (such as equitable treatment of Indigenous, Black, and racialized clients in a program or service).” (13)

Conscious recognition that specific perspectives, opinions and thoughts must be learned and embraced to improve behaviours, habits and thought processes.

Thoughts, beliefs, ideas and images of a person(s), place(s) or thing(s) that are rooted in oversimplification and grouping that are based in assumptions, misconceptions, and/or false generalizations. Potentially results in stigmatization.

“Systemic racism consists of organizational culture, policies, directives, practices or procedures that exclude, displace or marginalize some racialized groups or create unfair barriers for them to access valuable benefits and opportunities. This is often the result of institutional biases in organizational culture, policies, directives, practices, and procedures that may appear neutral but have the effect of privileging some groups and disadvantaging others.” (14)

Unknowingly holding on to or acting on belief and value systems that affect behaviours, habits, actions and thoughts.

Conscious recognition that specific perspectives, opinions and thoughts must be removed and eliminated from behaviours, habits and thought processes.

The method of revealing perspectives, thoughts and opinions without conditions or restrictions, through the vehicle of self-exploration, exercising openness and understanding.

The conscious or unconscious act of having the availability, choice and accessibility to position a person(s) or place(s) or thing(s) in an advantageous state based on skin colour and skin tone.

Is a belief system that is centered on a mindset that Western Eurocentric values, beliefs and morals are the dominant rules and practices to define culture, workplaces and society. Further, it is a notion that Western Eurocentric thinking, practices and actions are the default and are the foundation of human civilization, and others must be approached with doubt, caution and/or limitation. It is depicted through words, images, and actions often by the displacement, ignorance, and/or dismissal of non-western Eurocentric people’s ideas, cultures and societal practices as inferior. It can be observed through actions that take many forms that are subtle or direct, subconscious and conscious, on a spectrum. (15)

Within a social environment of insulation from racial-based stresses, “White Fragility is a state in which even a minimum amount of racial stress becomes intolerable, triggering a range of defensive moves. These moves include the outward display of emotions such as anger, fear, and guilt, and behaviors such as argumentation, silence, and leaving the stress-inducing situation. These behaviors, in turn, function to reinstate white racial equilibrium.” (16)

“Fear and hatred of strangers or foreigners or of anything that is strange or foreign.” (17)

Within your company, create a space where everyone has equal opportunity to grow and progress their careers by advocating for salary transparency across the organization, dedicated spaces and time from leadership teams and management on career planning and outside mentorship opportunities where people of colour are actively introduced to great people to broaden their networks and spheres of influence. In addition, paying for and administering diversity training to all employees but especially those at the top of the organizational hierarchy on how to hire and build a culture where BIPOCs can thrive and excel is incredibly important. By tracking metrics such as the percentage of BIPOCs you're hiring and their promotion rates, organizations can ensure true equality of opportunities and outcomes at every level of their organization.”

- Jonah Midanik, Acceleprise Ventures
LEADERS AS CHAMPIONS IN COLLABORATIVE PARTNERSHIPS

STAND UP.
STEP UP.
LEAD WITH ACTION
1. Make Waves by Taking A Leading Role in Creating Change

You as a leader are responsible to influence the change that is needed. Your actions are the catalyst for progressive change and are the critical components for anti-racism. You hold the influence of power to make it happen.

Case study examples of high-profile leaders who have led by example:

- Larry Fink - BlackRock
- Jacqui Parchment - Mercer Canada
- Dennis Mitchell & Ray Williams - Black Opportunity Fund
- Wes Hall - Kingsdale Advisors
- Mary Barra - GM Canada
- Wes Hall - Kingsdale Advisors
- Mary Barra - GM Canada
- Dennis Mitchell & Ray Williams - Black Opportunity Fund

To learn more about the steps in the journey and actions needed, we encourage you to read Part One of our Anti-Racism Roadmap for Everyday Actions: A Macro-Level Overview here and connect with us here.

2. Lead By Example

It is not enough to use your voice alone to address that racism, prejudice and bigotry is wrong. You must translate the talk to action and lead by example.

Inclusive behaviours and actions should be a daily occurrence, as a Deloitte study shows this is a key difference between the most and least inclusive leaders.

Use the power of your platform to commit to change, and then follow it through.

Recommended reading:

Why Inclusive Leaders are Good For Organizations, and How To Become One

Challenge your teams by being the one that asks tough questions:

- How can we do better?
- What gaps can we identify?
- What voices are missing from this?

Additional strategies to accomplish:

- Measure and report on your progress
- Actively seek to diversify your talent sources and pipelines; Search in areas and networks that are not the common go-to for talent
- Allocate financial and people resources to your commitment to addressing anti-racism strategies
- Do not limit your actions toward inclusion to grand large-scale gestures, consider the little things you can do for your teams
3. Invest In and Embrace Learning

It is imperative that your words are connected to action. It is important that you communicate and showcase your investment internally and externally. You hold the megaphone of influence and your actions truly matter.

It is crucial for you to:

- **Invest in Time**
  - For continuous learning, for yourself to get educated on BIPOC lived experiences
  - Listen to the needs of your employees

- **Invest in Resources**
  - Dedicate financial resources into internal and external programs to support progressive change
  - Allocate operational resources to measure and report on internal and external progress at a minimum of annually

- **Invest in Commitment**
  - Tap into external BIPOC professionals for guidance and solutions
  - Identify and assign internal executive leaders to carry out components of change initiatives with targets that are measured frequently

- **Invest in Your People**
  - Actively create an environment that exposes, attracts, supports, retains, grows and promotes BIPOC individuals in strategic leadership positions
  - Allocate resources and targets for internship, mentorship and sponsorship programs for members of the BIPOC communities
  - Invest in uncovering hidden gaps, blind spots and assumptions within internal talent management teams and operational leadership teams through systematic audits

The time to make the investment is now.

To do this, the first step is a mental commitment, reinforced by following up with a financial commitment to support the education process to build your capacity and become better. If you want real change you have to be willing to invest in solutions that work.

Workplaces can no longer operate only from checkbox approaches, circular conversations or allyships or diversity committees.

To learn more about how Matrix360 is helping companies invest and learn, connect with us [here](#).
4. Evolve the Business System

You cannot ignore or sideline the topic around race and colour in workplaces. It is imperative that leaders educate themselves on how the current system blocks BIPOC groups from reaching leadership and boardroom tables. Current workplace cultures are not inclusive and we cannot return to business as usual. To create steps towards progressive change, leaders need to seek guidance for strategies and solutions that are led by BIPOC professional groups both internally and externally.

- It is not okay to remain silent or wear blinders; Systemic racism exists in your workplace
- Listen to the lived experiences of diverse voices, as they will inform you of gaps in your organization
- Prioritize making the required changes to ensure anti-racism strategies are part of an evolved action, not just business as usual
- Leaders must work closely with the guidance of BIPOC groups to make the changes happen
- Be prepared to financially invest in actionable solutions

To learn more about how Matrix360 works with organizations to make evolved action a priority, connect with us [here](#).

5. Lead Through Discovery and Commitment

You have to commit to and dedicate time to pause, unlearn and relearn. It is mandatory that you share your learning with your internal and external teams. Growth happens effectively together.

Embrace the existing wealth of knowledge and ask BIPOC professional groups for guidance. Being vulnerable is a strength, and identifying and acting on areas for your own improvement makes you a better leader.

- Give yourself permission to walk the journey
- Commit to the journey of doing real work
- Be intentional and dedicate your time to educate yourself

To learn more about how Matrix360 works with leaders to lead through discovery and commitment, connect with us [here](#).
Innovation benefits from structure, strategy and process.

Innovation gets taken to the next level with diversity and equity.
6. Diversity Is The Key Ingredient to Business Success

There is a huge business case that diversity in leadership increases innovation and profitability. When comparing businesses, those that are diverse are stronger in both innovation and performance. Data from Harvard Business Review shows a 45% increased likelihood of year-over-year growth and 70% greater likelihood to capture a new market. (18)

The current system was built in the nineteenth century, with norms that still prevail - Now that we are in the twenty-first century, it is imperative we evolve the systems. You have a responsibility to understand the value-add for diversity.

When it comes to winning endorsement for ideas in an environment without diverse leadership, compared to white straight males: People of colour are 24% less likely; Women are 20% less likely; LGBTQ+ are 21% less likely. (19) This is a significant hindrance to innovation.

Quick Take: Diversity is Beneficial

- Better diversity practices yield better returns, higher performance compared to competitors, heightened satisfaction, and increased innovation - among a host of other tangible business benefits. (20)

- Highly inclusive companies are 1.8 times more likely to be ready to handle change, and likely to be leaders in innovation by a factor of 1.7 times. (21)

- There is a 35% increased likelihood for increased financial returns for companies in the top quartile for diversity of race and ethnicity versus national industry medians. (22)

- A Center for International Governance Innovation study found a 2.4% increase in revenue and 0.5% growth in profitability was achieved from every 1% increase in ethnocultural diversity. (23)

- Inclusive teams make better decisions up to 87% of the time. (24)

- Decisions made and executed by diverse teams delivered 60% better results. (25)

Additional Reading:

Great Leaders Who Make The Mix Work

7. Dialogue That Matters

Create a platform where leaders together with employees are able to openly speak about race, colour and its impact in workplaces and society.

You have the opportunity to partner with BIPOC business groups to unpack and understand the hidden gaps, blind spots and growth areas to meaningfully improve your workplace culture.

- Taking action to create the necessary changes is mandatory to ensure all employees operate from an anti-racist mindset
- Solicit external guidance
- Challenge existing processes and ask tough questions to your leadership teams

Learn more about how Matrix360 helps organizations unpack here.

Lead with BIPOC Groups
LEADERS AS CHAMPIONS IN COLLABORATIVE PARTNERSHIPS

INVEST IN AND GROW THE BIPOC SUPPLY CHAIN OF BUSINESSES
1. Be An Active Champion

Allow your curious mind to ask questions about anti-racism strategies in the supply chain.

Ask your strategy teams, decision-making colleagues, and leaders the following questions:

- What are we missing?
- Are BIPOC groups invited to the table?
- How many BIPOC groups are invited to the table?
- How did we reach out to BIPOC groups?
- Do we have an anti-racism policy for our supply chain?
- Have we created targets to attract and retain BIPOC groups?
- Why are we not tapping into our internal BIPOC people for guidance?
- How are we innovating our processes?
- Are we tracking our progress around BIPOC groups business involvement? (internally and externally)

2. Audit Your Supply Chain

Champion and build an accountability system to check and balance the supply chain.

- Set goals and targets to build meaningful levels of diversity in your organization’s supply chain
- Re-evaluate your business supply chain for all stakeholders involved
- As a leader, your actions have a tremendous impact on the involvement of BIPOC owned SMEs in corporate supply chains, and your team’s initiatives to seek them out when suppliers are needed

To learn how to create and access a robust supply chain strategy, connect with a Matrix360 representative here.


Learn more about how Matrix360 helps leaders become active champions by connecting with us here.
3. Seek Out The Guidance Of Experts

Be active and participate in learning how to diversify your supply chain.

- Invest in BIPOC business councils and groups
- Invite BIOPIC vendors and suppliers into the room
- Seek the advice of organizations who have BIPOC suppliers in their networks
- Join and support industry associations with diverse memberships and networks
- Attend and support industry events and talks led by individuals with diverse backgrounds

To learn more about the guidance Matrix360 offers its clients, connect with us here.

4. Invest in MatrixVentures:

In recognition of the need to create more opportunities, Matrix360 has created a hub and platform to attract, support and advance BIPOC-owned businesses.

MatrixVentures is a newly formed program to intentionally expand supplier diversity through BIPOC owned Small-to-Medium Enterprises (SMEs) and help them reach new markets.

We strongly believe that one of the key ingredients to combat the inequities in society is through business.

To learn more about how you are able to support MatrixVentures, connect with us here.

Help realize the business benefits of diversity through untapped potential that exists in Supply Chains.
“WE MUST OPEN THE DOORS AND WE MUST SEE TO IT THEY REMAIN OPEN, SO THAT OTHERS CAN PASS THROUGH.”

Rosemary Brown,
Politician, Activist, and Canada’s first Black female Member of a Provincial Legislature
EMBRACING THE POWER OF COLLABORATIVE PARTNERSHIPS

EXPAND TO INNOVATE
1. Build Sustainability Into Your Business Model

Educate yourself on integrating the Sustainable Development Goals into your business’ operations. Embrace the principles of the UN Global Compact as a means to evolve your measurement tools.

Connect with us to learn how Matrix360 helps companies build sustainability into their business here.

Learn more about the SDGs here.

3. Data is Necessary

It is imperative that you begin to collect data around your people. Data is powerful information that will provide you with the opportunity to understand your workplace, the existing gaps, and inform you of areas you need to address to build a culture of belonging.

Start by measuring the following:

- Compensation patterns by race, gender
- Trends in promotions
- Demographic proportions of your senior leadership teams
- Participation demographics of mentorship, internship, and professional development programs

2. Audit Your Systems

It is imperative that you re-examine all your business systems. It is not just about the talent management or Human Resources strategies, processes and policies.

You must also include the business strategies, processes and policies around:

- Communications
- Training & development
- Corporate culture
- Your leadership teams

From management to recruitment to workplace policy, it is important to audit the entire set of systems that contribute to your business’ operations. Invite and engage BIPOC professional groups to conduct independent external audits to identify areas of improvement in relation to inclusion.

Learn more about how Matrix360 helps companies audit their business systems here.

4. Set Targets & Measure

Be realistic and practical. You need targets to strive towards practical goals. Clearly define realistic targets to increase the pipeline of BIPOC groups in leadership and non-leadership positions.

Remember, the targets and metrics must be linked to your leadership performance and compensation models.

Connect with us to learn more about how Matrix360 helps organizations set realistic targets and stay accountable to them here.
5. Expand the Mindset of Your Leadership Teams

The systems of talent management, operations, and human resources need an overhaul. The current processes and policies of how we expose, attract, recruit, support, grow, and advance BIPOC and other diverse groups are limiting.

Internal groups responsible for talent management, corporate operations and human resources must be re-trained to create effective tools and processes that will expand their mindsets.

Expand mindsets by allocating time and resources toward the following:

- Building awareness and support
- Identifying process and policy gaps
- Identifying where representation could be improved
- Identifying systemic barriers
- Unpacking bias and blind spots
- The importance of intersectionality
- Making commitments to change, then allocating financial capital

Learn more about how Matrix360 helps organizations’ leaders expand their mindsets by connecting with us here.

6. Expand Your Leadership Strategy Teams

It is not just about Affinity Circles, Diversity and Equity Departments or Diversity Committees. It is imperative that you include, invite and listen to BIPOC and other diverse groups’ ideas to innovate.

Leaders must work together with those that represent diverse voices to build a culture of belonging. Remember, no one person or group holds all the answers.

Whether direct representation of voices through active participation at the decision-making table by BIPOC groups or seeking feedback from those voices externally to guide leaders’ actions by way of meaningful consultation.

We can do better. Invite, welcome and embrace how we can do better.

- Leadership needs to be actively listening and involved in the process
- Leadership should embrace new ideas generated, as progress happens through evolving systems and thinking

To learn more about how Matrix360 helps organizations expand their leadership strategy teams and work with diverse voices, connect with us here.

Embrace measures to align those where further action is needed, especially in relation to Sustainable Development Goals #10 Reduced Inequalities and #5 Gender Equality.
It is evident that leaders create the culture and the tone of workplaces and society. We know that behaviour is learned and shapes the manner of how we perform. Therefore, leaders must walk the talk for others to follow the path towards engagement, fairness and inclusion.

Leaders must be clear, concise and transparent with expectations and be truly invested. Leaders must elevate the BIPOC employee experience with a structure that is managed, and welcomes a wide range of new ideas to ignite innovative solutions focused on people, productivity and profitability.

To shift the structural framework of workplaces and society, there is one significant ingredient that will fuel the change: Accountability.

We believe that for a progressive change to occur, individuals at all levels need to understand and own the responsibility of being accountable.
We must work toward building a system that works for all, where we are able to appreciate the value and voice of each and every individual, authentically and without prejudice.

**Anti-Racism needs to be an everyday action.**

The upcoming parts in our series, *Anti-Racism Roadmap for Everyday Actions* will take a deeper dive into further specific actions for specific groups.

*Part Three* explores actions for *What White People Can Do* as champions and partners to advance an environment that is diverse and inclusive.

The primary outcome is to build a culture of belonging in workplaces through intentional actions that are steeped in accountability.
Accountability does not happen by chance;
It must be implemented and owned consistently.

It is an everyday function that is emulated and practiced;

It all starts with one significant person:

You.
COMING SOON:

ANTI-RACISM ROADMAP FOR EVERYDAY ACTION

PART THREE OF A FIVE-PART SERIES

WHAT WHITE PEOPLE CAN DO