



# **MANDATING DIVERSITY CULTIVATING INCLUSION**

**AFP FELLOWSHIP IN  
INCLUSION &  
PHILANTHROPY  
PROJECT REPORT**

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**PREPARED BY  
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# OVERVIEW

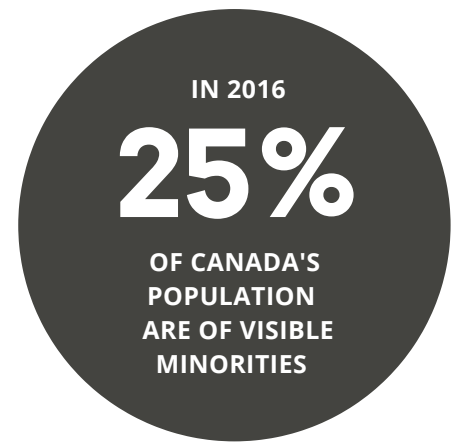
The presence of a diverse and inclusive workplace culture is perhaps the greatest business catalyst to tap into and profit off emerging trends in the market. Diversity and inclusion (D&I) are an integral part of today's world. And in Philanthropy billions of dollars are being left on the table when the landscape is not diverse. To remain strong and vibrant, the Canadian nonprofit sector and the fundraising profession must reflect the changing nature of Canada and its citizens.

Diversity and inclusion can be defined as the variety of diverse people and ideas within a company and the creation of an environment in which people are involved, respected, valued, connected and able to bring their authentic selves ( e.g. their ideas, backgrounds, values, and perspectives) to the team and to their organizations.

We must understand that diversity has many intersections which shape our interactions with each other which help to foster inclusive societies. Organizations often define the diversity of their people according to unique and/or legally protected differences, such as race, gender, age, disability, sexual orientation, maternity status, and other non-visible qualities and backgrounds. Inclusion is creating an environment in which people feel involved, respected, valued, and connected.

# WHY NOW?

According to the 2016 Census the Canadian population reached 35 million of which 25% are visible minorities. The same study predicted that by 2031, 1 in 3 workers will be born outside Canada. For nonprofit organizations looking to diverse talents, will be a key source area to thrive into the future.



As Canadian society continues to become more diverse, and our economies and communities more interconnected, charities and nonprofits need to start prioritizing diversity and inclusion in order to remain effective in accomplishing their missions.

To address the plight of this crisis, my project within the scope of AFP's Fellowship in Inclusion and Philanthropy focused on contributing to diversity and inclusion conversations started within my organization: UNICEF Canada. My goals were to hold a training workshop focused on a D&I topic and create a council to be key champions of D&I within the organization. I discuss here the progress that I was able to make within the short span of this fellowship and my long term goals in promoting a deeper understanding of D&I and the next items within the pipeline.

# UNICEF CANADA

## CONTEXT

UNICEF Canada – a vibrant and well-known organization with its longstanding mission of helping every child survive and thrive. The altruistic goals of the organization are excellent, with the aim of doubling its revenue by 2021. One of the key goals of achieving this is by having “our people as leaders in creativity and stakeholder engagement”, through which we will have individuals and talents who reflect Canada’s diverse makeup. In creating this goal, the organization gathered input from staff members who identified this as a priority.

One of the ways forward to achieve these goals is to have diversity within the organization and to build a culture which allows this to foster. It is common knowledge that when diverse perspectives work together in an environment, an organization is able to thrive and produce beyond measures. UNICEF Canada has and continues to engage in diversity and inclusion practices throughout the organization. Most recently, they implemented a number of trainings on diversity topics to increase the knowledge and awareness of staff. The trainings included: sensitization on the LGBTQI community led by members from this community, an Indigenous blanket exercise, and a mental health awareness week. Informal evaluations of these trainings have suggested that there has been an increase in staff’s comfort level on these issues. Further, UNICEF Canada has an inclusive hiring policy. The organization has embedded within the hiring process the value statement of an equal opportunity organization. Further, they are accommodating to inclusive needs throughout.

# PROJECT PLAN

To build upon the work that has already been started and help enhance our approach to D&I. I proposed two ideas – a D&I training and out of this create a D&I council of diverse individuals who can champion D&I within the organization and put forth recommendations and policies to the senior leadership team to achieve our strategic goals. Presently, I put forth the proposal for our next training to be around the topic of unconscious biases. This proposal will support the ongoing learning and team-building development of UNICEF Canada with a specific focus on understanding implicit bias and its impacts on the work environment.

The goal is to gain a deeper understanding of implicit bias, identify the impact of implicit bias in the workplace and identify and use strategies for disrupting or reducing unconscious bias. We are in the process of searching for a facilitator for the training and will look to implement it in the next three months. Further, I am working with the HR team to think through how to form a D&I council who can be key advocates within their teams, monitor issues of D&I and help push policies at different levels. The goal of this is to bring together a representation of individuals who can uphold and account for the state of D&I within the organization. Further, they will present key findings and recommendations to the senior leadership team about D&I within the organization.



# REFLECTIONS

We are all different and our differences can generate various points of views and can contribute to creativity and innovation. We can utilize our differences to better achieve our goals and objectives as a sector. Strong leaders know that diversity and inclusion strategy is vital to the bottom line success and they deeply understand the business case for building a workforce that is reflective of ever-changing demographics.

Diversity fuels innovation and more money! Canadian nonprofits have a valuable opportunity to refocus on evolving their organizational cultures to embrace diversity and be more inclusive. Now is the time to harness new innovations and demographic shifts to increase organizational capabilities by designing and infusing diversity and inclusion business goals and objectives into talent practices.

Ultimately, my conclusion is that in order to achieve these goals, we need to mandate the involvement of diverse talents while cultivating the inclusion of them in different stages of the organization. With the different activities being implemented and conversations, it is great pleasure to be supporting UNICEF Canada's progress in mandating diversity and inclusion within. As a part of the AFP Fellowship in Inclusion and Philanthropy, I have learned a great deal about what diversity looks like in different charitable spaces.



# KEY TAKEAWAYS



*Source: Nike 2019 , Colin Kaepernick*

Key takeaways from this project are:

## 1. **Build out a plan for D&I**

For diversity and inclusion to be successful, it must be planted, nurtured and exposed to the right conditions over time. This joint effort requires the commitment of individuals throughout all levels of the organization.

## 2. **Commitment from CEOs, Boards of Directors, and top management**

Top-level commitment to diversity with an inclusive “seat at the table” based on the expressed understanding of the impact diversity and inclusion has to achieve your goals the bottom line. This commitment extends to performance measurement by KPIs are tied to diversity and inclusion goals and achievement

**3. Create an executive D&I Council** - A D&I will be your champions throughout. This council should develop, review, and measure broad company diversity and inclusion goals and has the necessary support from all members of the organization

**4. Build a culture of inclusivity within**

Open yourself up to lead inclusively; when evaluating your management team analyze whether the diverse folks have a seat at the leadership table. When creating projects, be conscious of whether diverse opinions are represented. Provide mentorship opportunities for those who are different than you.

**5. Create tools to support inclusive hiring**

There is broader literature and practice round inclusive HR management generally and approaches that recognize transferable skills, international qualifications and broad equity practices should be tailored within our sector





# ABOUT THE FELLOW & AUTHOR



**Fatou Jammeh** is a passionate human rights advocate and fund development professional. Currently as a Development Officer of Community Engagement at UNICEF Canada, Fatou brings forth her passion by working with community members on diverse fundraising initiatives for children globally. She is personally committed to promoting diversity and inclusion in all spaces and is on trek to change the face of philanthropy.

In the community, Fatou is actively engaged with various initiatives; most recently she took on the role of leading the African Diaspora Youth Network where she is committed to dismantling barriers for African diaspora youths in Canada.

Fatou holds a Bilingual Degree in International Studies from York University and Certificate in French from University of Bordeaux. She has lived and worked in Canada, Tanzania, France and Gambia and speaks three languages including English, French and Mandinka.

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