



DEIA BEST PRACTICES MANUAL:

Canadian Case Studies

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ABOUT THE PROJECT

Achēv's Paving the Way for Immigrant and Racialized Women project is funded through Women and Gender Equality (WAGE) Canada Women's Program. This 21-month initiative aims to achieve systemic change by advancing women's economic security and prosperity.

The project addresses barriers to entry, retention, and success in the workplace faced by immigrant and racialized women. It does so by engaging with employer organizations to implement Diversity, Equity, Inclusion, and Accessibility (DEIA) practices and principles and support them in diversifying their workforce, fostering innovation and engagement, and creating equitable opportunities for all.

Organizations receive fully funded training and support, direct engagement with immigrant and racialized professionals with Gender-Based Analysis Plus (GBA Plus) lens that recognizes diverse experience and systemic barriers.

Training sessions are delivered by DEIA specialists and implemented across four phases:

1. DEIA Awareness Training
2. DEIA Audit and Organizational Action Plan
3. Psychological Safety and Inclusive Workplaces
4. Embedding a DEIA Lens in Everyday Practices

Prior to each training session, participating organizations share their specific training needs and complete an assessment of their existing DEIA framework to identify gaps and inequities. Based on this input, each session is customized in both content and duration to align with organizational priorities and time availability.

HOW TO USE THIS MANUAL

This manual presents a series of case studies that demonstrate how to practice DEIA in organizations across different sectors. Some examples come directly from organizations that have completed Achēv's DEIA training, while others were developed using publicly available information. Together, these Canadian case studies demonstrate how DEIA concepts and principles can translate into day-to-day organizational policies and practices.

Each case study highlights examples of initiatives, resources, training and capacity-building efforts that support DEIA implementation. As you read the manual, consider what elements or practices are relevant or adaptable to your own organization.

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1. NSKILLZ

Organization Profile



Location

Mississauga, Ontario



Primary sector

Educational services (Code 61)



Number of employees

1 to 10



What are the organization's services?

Nskillz is a workforce development and training platform focused on empowering neurodiverse and special needs students and adults with practical job skills, career readiness, and employment placement support. The organization bridges the gap between untapped talent and inclusive employers through customized training, life skills development, and employer partnerships.

How is DEIA applied in the organization? What are some of the key **DEIA initiatives**?

Nskillz integrates DEIA in its **case-by-case approach to clients**. Nskillz considers the unique requirements of each family, parent, student, and adult that the organization supports, including but not limited to factors related to language, ability, immigrant status, and ethnicity.

For example, Nskillz recognizes that a family of first-generation immigrant parents with second-generation immigrant children may have varying experiences influenced by their different immigrant status.





- 1 Nskillz **connects** clients to inclusive and culturally sensitive resources, organizations, or personnel that can address their specific needs.
- 2 Nskillz also **refers** supports to individuals that mitigate the effects of language and cultural barriers on their access to services.
- 3 Nskillz **maintains** a network of diverse employees with the skills and competencies to effectively and inclusively support various clients.

What **resources** (e.g., budget, time, or personnel) does the organization have to implement DEIA initiatives?

As a small-sized organization, Nskillz advances DEIA within its day-to-day operations of providing case-based services to clients.

In the initial engagement phase:



- Nskillz invests time to meet with a potential client, observe, and note details such as their financial situation and the complex needs of the neurodivergent individual.
- An internal assessment is then conducted to determine if Nskillz has the capacity to help, how Nskillz can best support the student or adult, and which resources or personnel are suited for the project.

Next, Nskillz proposes the project to the individual or family and upon their agreement, charges a minimum fee of \$50 for the service. The required payment amount and project may change depending on factors such as the client's unique needs or concerns, the proactiveness of the parent(s), and the student or adult's reaction to the supports over time. For example, Nskillz may provide a family with free access to its in-house learning platform and later recommend a paid subscription for more intensive training if their child responds positively to the initial system.



Programs vary between cases and are **tailored** to ensure inclusive, equitable, and accessible support to different clients. For example:

- Nskillz has organized a remote coaching system for a family to virtually meet with a therapist from India.
- Considering the autism spectrum, Nskillz has recommended that a child see a speech therapist.



In the process of designating resources to fulfill Nskillz's mandate and provide its core services, the organization implements its commitment to DEIA.

What are the organization's current **capacity-building efforts** to raise **awareness, knowledge, and skills** related to DEIA? What lessons have been learned?

Nskillz values community as its main source when providing supports. Nskillz is committed to contributing towards a **more inclusive community** by promoting awareness about neurodiversity, increasing capacity to conduct inclusive teaching methods, and addressing trauma among diverse clients.



Nskillz **raises awareness, knowledge, and skills about DEIA** by applying the principles not only internally but also externally. This includes providing workshops to employers, caregivers, and other individuals on how to support the diverse and complex needs of neurodiverse children and adults.



When given the time, energy, and budget, Nskillz also **partners with non-government organizations** (NGOs) to provide training on neurodiversity, inclusive hiring approaches, different communication strategies, and workplace accommodations.







With the key priority of supporting individuals according to their unique needs, Nskillz keeps its options open and seeks **innovative ways** to empower neurodiverse students and adults for a brighter future.

Concerning lessons learned, Nskillz recognizes that learning is inherent to its everyday operations, as **every client is unique with their own set of needs**. Being willing and open to learning more about neurodiversity on a personal level enables Nskillz to continue championing inclusion in the community and to make a meaningful difference in the lives of students and families.

2. THE CROSS-CULTURAL COMMUNITY SERVICES ASSOCIATION (TCCSA)

Organization Profile

 Location	Markham, Ontario
 Primary sector	Other services (except public administration) (Code 81)
 Number of employees	51 to 100
 What are the organization's services?	TCCSA is a non-profit community agency that provides a wide range of services to newcomers and diverse communities, including settlement services, language training (LINC), Youth employment support, youth programs, senior programs, mental health and wellness support, community engagement initiatives, volunteer coordination, and social support services. TCCSA's programs aim to help newcomers integrate into Canadian society, develop essential life and employment skills, build social connections, and access resources in a culturally inclusive and supportive environment.

How is DEIA applied in the organization? What are some of the key **DEIA initiatives**?

At TCCSA, DEIA is applied across programs to ensure **equitable access to services** for individuals from diverse cultural, linguistic, and socioeconomic backgrounds.

In **LINC classes**, barriers to participation are reduced through flexible scheduling, transportation support, and level-appropriate placement based on CLB assessments. Instructors use differentiated instruction and culturally responsive teaching materials that reflect learners' lived experiences and identities.



Beyond language training, TCCSA's **settlement and community engagement teams** play an important role in advancing DEIA by providing culturally responsive services, multilingual support, and programs that help newcomers connect with community resources and build a sense of belonging. These teams collaborate with diverse community partners and deliver workshops, outreach activities, and social programs that address the varied needs of newcomers.



Classroom discussions and program environments promote respect, inclusion, and cross-cultural understanding, and client surveys are conducted regularly to support **accountability and continuous improvement in service delivery**.



Internally, the organization also maintains **inclusive hiring practices, equity-focused policies, and mandatory DEIA training for staff**. TCCSA strives to create safe and welcoming spaces for both staff and clients by accommodating religious observances such as Ramadan, Sabbath, and prayer times, as well as providing faith-based dietary options and respecting religious attire.



What **resources** (e.g., budget, time, or personnel) does the organization have to implement DEIA initiatives?

DEIA initiatives at TCCSA are supported through program funding that helps provide teaching materials, classroom technology, and accessibility accommodations for learners in the **LINC program**. Resources are allocated to purchase instructional materials that support inclusive and culturally responsive teaching practices, and instructors are provided with time to prepare lessons that address diverse learning needs and provide individualized learner support.



TCCSA's **settlement and community engagement teams** contribute personnel and program resources that help address broader newcomer needs. Settlement workers provide multilingual support, needs assessments, and referrals to community services, while community engagement staff organize workshops, outreach initiatives, and partnerships that promote inclusion and access to information.



Collaboration with community organizations, public institutions, and service partners further expands the resources available to support diverse newcomer populations.



Together, these financial, human, and partnership resources help create an equitable and supportive environment for clients and learners.

What are the organization's current **capacity-building efforts** to raise **awareness, knowledge, and skills** related to DEIA? What lessons have been learned?

TCCSA supports DEIA capacity-building through **staff professional development, cultural competency training, and workshops** such as DEIA and gender-based analysis training.

These training opportunities are provided to staff across programs, including LINC instructors, settlement workers, and community engagement teams, to strengthen their ability to work effectively with diverse populations.

Staff are encouraged to **integrate inclusive practices into their daily work**, including program design, classroom interaction, and service delivery.





The settlement and community engagement teams also contribute to capacity building by sharing community insights, collaborating with diverse partners, and facilitating programs that **increase cultural awareness and community connections**.

Internal discussions, resource sharing, and partnerships with community organizations further support **continuous learning**.


One key lesson learned is that learner- and client-centered approaches, combined with culturally responsive practices, significantly improve engagement and help create a welcoming environment for newcomers.

Ongoing training and practical application have been effective in strengthening DEIA implementation. At the same time, balancing time for deeper training while meeting program delivery requirements remains a challenge that requires ongoing attention.

3. CITY OF OTTAWA

Organization Profile

 Location	Ottawa, Ontario
 Primary sector	Public Administration (Code 91)
 Number of employees	15,000 to 20,000 employees

 **What are the organization's services?**

The City of Ottawa is the municipal local government for the nation's capital and the fourth largest urban region in Canada with 1.1 million residents (Statistics Canada, 2021 Census). The City of Ottawa is governed by elected officials as well as City officials that provide services ranging from infrastructure, urban planning, community services, public safety, public transit, and recreation. The City of Ottawa also manages building code services, collects property taxes, and supplies water to residents.

How is DEIA applied in the organization? What are some of the key **DEIA initiatives**?

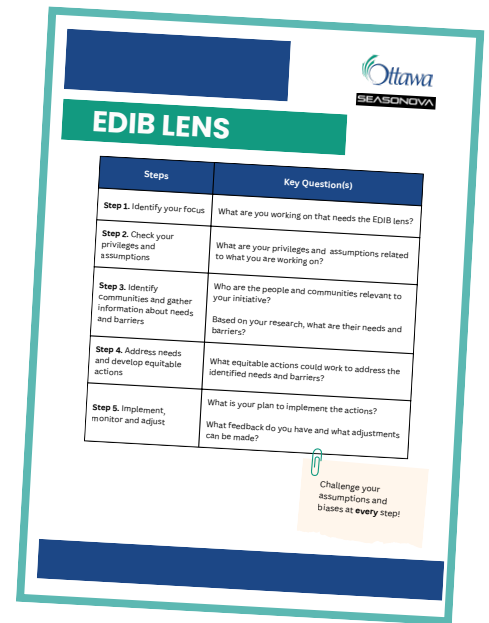
The City of Ottawa has a formal **Equity and Diversity Policy**, as well as an **Accessibility Policy**. Both integrate DEIA initiatives into the City's corporate strategic priorities and departmental plans, requiring each city branch to implement equity and diversity initiatives.

In particular, the City has several **DEIA corporate policies** including the Corporate Equity, Diversity, Inclusion, and Belonging (CEDIB) Plan, the Women and Gender Equity Strategy (WGES), the Anti-Racism Strategy (ARS), and the Municipal Accessibility Plan. As of 2022, all of the 14 actions in the City of Ottawa's 2018 Reconciliation Action Plan were completed or ongoing.



Since 2010, a core operational tool that it has is the City of Ottawa **Equity and Inclusion lens**, which was updated to an **Equity, Diversity, Inclusion and Belonging (EDIB) lens** in 2025. The lens is used by staff, leadership, and Council to identify who may be excluded from policies and services, assess potential systemic barriers, and improve program design and delivery.

The City of Ottawa is dedicated to having a **workforce that is representative of the community** it serves by integrating EDIB in all aspects of hiring and employee engagement. For example:



- 1 The City uses **HR analytics** to measure, track, and report on the City's CEDIB Plan.
- 2 Hiring managers and supervisors are provided with **best practices and tools to remove employment barriers** through an inclusive practices training, best practices for conducting interviews, policies to support candidates, and diverse hiring panels.
- 3 The City developed a **strategic hiring process (LEAD IT)** to increase workforce representation.

What **resources** (e.g., budget, time, or personnel) does the organization have to implement DEIA initiatives?

The City of Ottawa has a dedicated **Equity Team** to promote and lead DEIA work across the organization through the Gender and Race, Equity, Inclusion and Indigenous Relations (GREIRR) service area under the Community Social Services Department (CSSD).



In December 2024, Council approved an intersectional approach to address systemic inequities by aligning the City's three major equity strategies under one shared accountability framework called the **EDIB Framework**. The **EDIB Framework** is being developed through collaboration with City departments, guided by the EDIB Community Working Group and feedback from engagement sessions.

The City of Ottawa also has an **EDIB Calendar** that promotes and coordinates educational campaigns celebrating cultural, religious and historical milestones, including Black History Month, Asian Heritage Month, Jewish Heritage Month, Pride and 16 Days Against Gender-Based Violence.

Lastly, **12 affinity groups** offer networking, coaching, and peer support including the following: African, Caribbean, Black Employee Network; Asian Heritage Affinity Group; Groupe affinitaire d'employés francophones/Affinity Group for Francophone Staff; City Employees from India; Employees with Disabilities Affinity Group; First Nations, Inuit and Métis Affinity Group; Latin American Employee Network; Muslim Connect; Persian Speaking Employee Affinity Group; Rainbow Employees Network; and Women.net.



What are the organization's current **capacity-building efforts** to raise **awareness, knowledge, and skills** related to DEIA? What lessons have been learned?

EDIB training and learning materials are available to apply DEIA and build capacity, both internally and externally. For example, the EDIB lens is accompanied by a toolkit and a series of interactive videos to support continuous capacity building efforts across the organization.



Resources and targeted programs to help staff integrate equity and anti-racism principles in their day-to-day work has been made available such as:

- Bias Awareness Training for leaders,
- the Anti-Racism and Anti-Oppression Leadership Training,
- the Anti-Racism Conversation Series for staff across operational contexts, and
- the Pathways to Indigenous Learning program.



Additional learning tools developed for City staff include a lexicon, a women and gender equity lens guide, an intersectional data analysis handbook, and an inclusive language guide.



Advice and coaching on equity, inclusion and belonging in the workplace was also provided through the Equity Team to respond to requests from departments seeking guidance on how to integrate equity considerations in their policies, programs and workplace practices.

4. CANADIAN SPACE AGENCY (CSA)

Organization Profile



Location

Longueuil, Québec



Primary sector

Public Administration (Code 91)



Number of employees

500 to 1,000 employees



What are the organization's services?

The Canadian Space Agency (CSA) is Canada's national space agency responsible for advancing the country's space program. As stated in the Canadian Space Agency Act, SC. 1990, c. 13, CSA's mandate is to promote the peaceful use and development of space, to advance the knowledge of space through science and to ensure that space science and technology provide social and economic benefits for Canadians. CSA's key areas of work include space exploration, satellite systems and earth observation, space robotics, space science and research, and international collaboration.

How is DEIA applied in the organization? What are some of the key **DEIA initiatives**?

Equity, diversity and inclusion are core values of the Canadian Space Agency. The CSA has renewed its 2025-2028 Employment Equity (EE), Diversity, and Inclusion Action Plan to ensure adherence to the *Employment Equity Act*. The CSA contribute to efforts that aim to address the **underrepresentation** of women, racialized individuals, persons with disabilities, and Indigenous people in both the STEM fields and within the organization. For example, managers are expected to continue to **implement and advocate for staffing practices** that prioritize employment equity and diversity, with the goal to eliminate organizational gaps.





The CSA also **drives and monitors change** through the State of the Canadian Space Sector Report 2023 which provides an overview of the space industry's composition, impact, and trends including representation in the sector by gender representation and ownership. For example, the Government of Canada requires departments to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. In order to achieve this target, the CSA will continue to implement its Procurement Strategy for Indigenous Businesses which includes the following key initiatives:

The use of conditional or voluntary set-asides to increase contract awards to Indigenous businesses, implementing the **Indigenous Participation Plans (IPPs)** to grow industry capacity which includes:

- Participating in Indigenous Services Canada's Reverse Job Fairs for Indigenous Businesses, and
- Continuing engagement with the CSA's Indigenous Community of Practice to inform and help sectors adopt new procurement practices.

Aligned with the Government of Canada's intersectionality approach through **Gender-based Analysis (GBA) Plus**, the CSA's GBA Plus Policy took effect in 2017 where CSA requires all activities (policies, grants, projects, etc.) to undergo a GBA Plus assessment to ensure equitable access to opportunities in the Canadian space sector.

The implementation of the policy is monitored and evaluated regularly. The CSA has applied GBA Plus in initiatives such as:

- 1 Student grants and STEM development through the **CubeSat project** (see information below).
- 2 The **Astronaut Recruitment Campaign** in 2017 with members of the recruitment committee having received training on GBA Plus before carrying out their work.
- 3 A **targeted recruitment campaign** to ensure diversity across regions, occupations, Indigeneity, genders, and racialization.



What **resources** (e.g., budget, time, or personnel) does the organization have to implement DEIA initiatives?

The CSA is developing the relevant committees and networks internally to promote DEIA initiatives in the organization. As aforementioned, the CSA has renewed its 2025-2028 Employment Equity (EE), Diversity, and Inclusion Action Plan and its priorities are aligned with CSA's People Management Strategy (2025-28) focused on workforce renewal.

Leaders are expected to demonstrate its commitment EDI such as setting clear **EDI and anti-racism goals and metrics** in Performance Management Agreements (PMA) for senior management. CSA's HR supports **Diversity Champions and networks** to ensure that there is collaboration and alignment in diversity and inclusion efforts across the organization.



The CSA has also invested program budgets on various projects that applied GBA Plus:




The CubeSat project gave 285 post-secondary students from each provinces and territory the opportunity to design, build, launch, and operate their own miniature satellites.



The "Grants Award Students NASA 12 Summer 2020" initiative also known as the NASA International Internship (NASA I²) Project provided 12 undergraduate or graduate Canadian students with hands-on experience at a NASA research centre.

For both of these student-based projects, diversity was a consideration and students were able to self-identify as both regional and designated groups representation were taken into account in the selection of successful candidates, in addition to academic excellence.



What are the organization's current **capacity-building efforts** to raise **awareness, knowledge, and skills** related to DEIA? What lessons have been learned?

The CSA builds DEIA capacity both through raising internal awareness and knowledge-building through **training and educational initiatives**.

With regards to **awareness**, for example:

- 1 CSA's EDI action plan explicitly aim to identify and eliminate systemic discrimination and bias, increase workplace representation, and promote inclusive workplaces.
- 2 With regards to accessibility, 70% of employees reported that they were aware of the Government of Canada's Workplace Accessibility Passport which is an initiative that supports employees and managers to record an agreement on the accessibility tools and supports they need in the workplace.
- 3 The CSA continues to support the Space4Women program led by the United Nations (UN) Office of Outer Space Affairs (OOSA). The CSA collaborated with the UN OOSA in the creation of the first Gender Mainstreaming Toolkit for the Space Sector.

As for **training**, there are numerous capacity-building efforts at CSA such as the following:

- 1 Training on human rights and implicit bias for everyone involved in the recruitment process during the the last Astronaut Recruitment Campaign (2017).
- 2 Promote and strengthen GBA Plus as a competency through enhanced learning opportunities, resources, and tools made available to all CSA employees.
- 3 Provide training to CSA's procurement officers, including on identifying Comprehensive Land Claims Areas and using the Indigenous Business Directory to pursue opportunities with Indigenous suppliers.
- 4 Prioritize official language training for Indigenous, Black, and other racialized employees who have a talent management plan.
- 5 Encourage management to attend training on anti-racism, recognizing biases and cultural differences, and implementing strategies to foster an inclusive environment within the federal public service for Executives and Managers, as well as participate in discussions related to reconciliation.

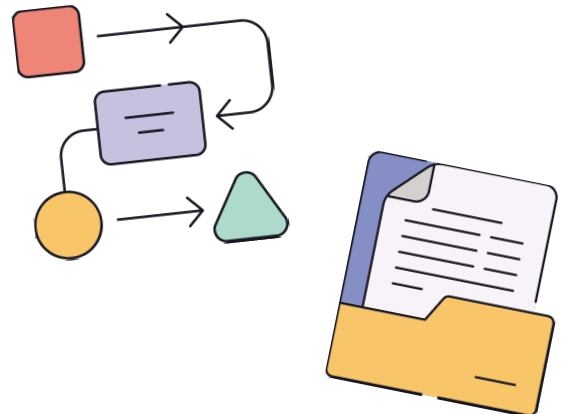
5. IAMGOLD

Organization Profile

 Location	Toronto, Ontario
 Primary sector	Mining, quarrying, and oil and gas extraction (Code 21)
 Number of employees	3,500 to 4,000 employees
 What are the organization's services?	IAMGOLD is a Canada-based gold mining company focused on the exploration, development, and production of gold, with a strong emphasis on responsible mining, safety, and sustainability. IAMGOLD is headquartered in Toronto, and its mining projects are located in Canada and West Africa. IAMGOLD is a modern and ESG-driven mining organization that integrates environmental stewardship and worker safety, balances production and profitability, and operates in a way that respects people, communities, and the environment.

How is DEIA applied in the organization? What are some of the key **DEIA initiatives**?

IAMGOLD supports DEIA, specifically focusing on EDI, in alignment with its core value to “conduct ourselves with respect and embrace diversity.” This outlook drives IAMGOLD’s commitment to **engaging, empowering and supporting** both its employees and partners within the communities where it operates. DEIA is embedded in IAMGOLD’s governance structure, particularly through policies, standards, processes and its leadership team.



IAMGOLD maintains **DEIA efforts** such as:



A **global diversity framework** that underlines IAMGOLD's long-term, career-based mindset towards employment. It is comprised of policies and standards including: the Code of Business Conduct and Ethics, the Diversity Policy, and the Discrimination, Harassment and Violence in the Workplace Standard.



Applying the Mining Association of Canada's (MAC) Towards Sustainable Mining (TSM) EDI Protocol launched in 2023 to ensure **inclusion and belonging in the mining sector**.



Compliance with regulations under the *Accessibility for Ontarians with Disabilities Act (AODA)* such as the Accessible Customer Service Standard Regulation (ASCS), including an Accessibility Statement, an Accessibility Standard, and a Multi-Year Accessibility Plan.



Promoting the **representation of women** across all levels and global sites of IAMGOLD. This includes supporting women's professional development and career advancement, as well as their inclusion and belonging. In 2025, IAMGOLD reported that women make up 40% of its executive leadership team.

IAMGOLD is committed to meaningful and lasting partnerships with local and Indigenous communities impacted by its operations that are founded on trust, mutual respect, and transparency.

IAMGOLD engages in **dialogues with local populations** through its Community Relations teams that are trained for their specific operational contexts.



IAMGOLD strives to conduct **proactive community engagement and benefits sharing with rightsholders** to uphold and respect Indigenous rights. IAMGOLD is guided by an Indigenous Engagement Policy informed by recognized standards and policies such as the ILO Convention 169 and the UN Declaration on the Rights of Indigenous Peoples (UNDRIP).



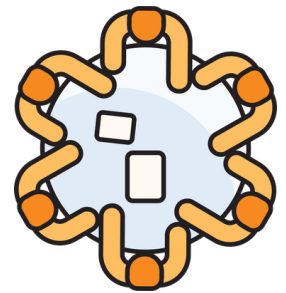
IAMGOLD is a signatory to the Mining Association of Canada's pledge to commit to action against all forms of discrimination, racism, and sexism in the Canadian mining industry.



Accountability is also central to IAMGOLD's approach to advancing DEIA. Since EDI is part of the sustainability pillar of IAMGOLD's overall business strategy, all staff and management are held accountable to the principles. IAMGOLD monitors and evaluates progress on DEIA according to annually set EDI goals, with results incorporated into the **ESG metric** of IAMGOLD's Company Scorecard. On IAMGOLD's website, the Company provides publicly accessible reports outlining its sustainability performance and initiatives, including the [2024 Sustainability Report](#).

What resources (e.g., budget, time, or personnel) does the organization have to implement DEIA initiatives?

IAMGOLD has an **EDI Steering Committee** whose mandate is to support diversity initiatives aligned with the Company's business strategy. The Committee includes senior and executive leaders, HR team members, senior leaders from IAMGOLD's various sites, and functional specialists. IAMGOLD's Côté Gold location in Ontario also has an I AM Côté Employee Committee established to improve the experiences of employees in accordance with IAMGOLD's values.



According to IAMGOLD's [2023 Sustainability Report](#), initiatives are implemented by a dedicated EDI resource. As highlighted, IAMGOLD sets **annual goals related to DEIA** and tracks progress on the objectives in its Company Scoreboard. This allows IAMGOLD to review and update its goals according to the Company's growth, current situation, and future aspirations.

At IAMGOLD's **sites**, investments into different DEIA initiatives have taken place such as:



The provision of **Women's Personal Protective Equipment (PPE)** at the Côté Gold Mine in Ontario, to ensure women employees' access to safe, fitting equipment in the field.



Designated parking spaces for pregnant employees near the mine office entrance of the Westwood Gold Complex in Quebec.

IAMGOLD has also invested in **organization-wide efforts** that advance DEIA. For example:



An **EDI diagnostic** that gathered employee feedback and has informed initiatives to create workplaces across IAMGOLD that are equitable, inclusive, diverse, and psychologically safe. These efforts include increasing representation of equity-deserving groups across the workforce.



Launch of an **Inclusive Facilities Assessment** to identify barriers that hinder employees' sense of inclusion, physical/psychological safety, and comfort at IAMGOLD's physical facilities and physical work environments.

What are the organization's current **capacity-building efforts** to raise **awareness, knowledge, and skills** related to DEIA? What lessons have been learned?

Across IAMGOLD's sites and offices, employees engage in capacity-building events and training that advance their awareness of DEIA. For example:

1

At the Côte Gold Mine in Ontario, staff have supported Skills Ontario's **International Day of the Girl initiative** to introduce Grade 7 and 8 girls to career opportunities in different fields such as the mining sector.

2

At the Essakane Gold Mine in Burkina Faso, specialized courses for women on topics such as project management are offered in the form of **Empowering Women Through Skills Training**.

3

At the Westwood Gold Complex in Québec, the management team has participated in **Unconscious Bias and Inclusive Workplace Training**.

IAMGOLD has also engaged in broader initiatives that raise awareness. For example:

1

Global and regional discussions under the **Courageous Conversations** initiative, which allows employees to speak openly about topics such as supporting reconciliation, Indigenous allyship and culture, and increasing the representation of women in mining.

2

DEIA-related **Employee Workshops**, including an impactful "Leading with Presence" training for women provided in Toronto on embracing authentic leadership styles and a course on Conscious Inclusion and Active Bystander Intervention Skills.

3

Expansion of IAMGOLD's **Health & Safety Program** to include mandatory training on psychological safety.

1. Nskillz:

Information was provided through an interview with Nskillz on February 17, 2026.

2. The Cross-Cultural Community Services Association (TCCSA):

Information was provided through a written response from TCCSA received on March 9, 2026.

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