

Schedule 7 – Equity, Diversity and Inclusion Policy National Cybersecurity Consortium

Purpose

The National Cybersecurity Consortium (NCC) Equity, Diversity and Inclusion (EDI) Policy governs and supports the NCC's activities related to EDI.

Objective

The objective of this Policy is to outline and communicate authorities and accountabilities for EDI within the NCC, as well as its policy commitments and operational, monitoring, and reporting responsibilities.

Approval and authority

The NCC's Board approves this Policy and any revisions or amendments to this Policy.

Ultimate authority for operationalization of this Policy resides with the NCC's Scientific Director (SD).

Definitions

Designated groups: refers to the following designated groups under the federal *Employment Equity Act*: women, people with disabilities, Indigenous peoples, and visible minorities.

Ultimate recipients: project leads who receive funding from the NCC.

Unconscious bias: the unconscious assumptions, beliefs, attitudes, and stereotypes that humans have about different groups. These learned mental short-cuts affect how we perceive and respond to people.

Statement of commitment

The NCC believes that it can best achieve its mission and strengthen its deliberations and decision-making when it draws on the skills, talents, and perspectives of a diverse group of people with a variety of viewpoints, experiences, and cultural backgrounds.

The NCC strives to support the Government of Canada's principles of EDI and in applying its 50-30 Challenge towards the designated groups of the federal *Employment Equity Act*.

The Government of Canada's EDI principles are:

- **Equity**: The removal of systemic barriers and biases, enabling all individuals to have equal opportunity to access and benefit from the program.
- **Diversity**: The differences in race, color, place of origin, religion, immigrant and newcomer status, ethnic origin, ability, sex, sexual orientation, gender identity, gender expression, and age.
- **Inclusion**: The practice of ensuring that all individuals are valued and respected for their contributions and are equally integrated and supported.

The Government of Canada's 50 – 30 Challenge asks Canadian organizations to accept the challenge of increasing representation and inclusion of diverse groups within their workplaces, while highlighting the benefits of giving all Canadians a seat at the table. Specifically, it challenges organizations to strive for 50% representation of women and 30% representation of equity-deserving groups on its Board and/or senior management teams.

Policy commitments and implementation

Governance

The NCC creates a healthy and open dynamic at the Board table that values a diversity of perspectives, experiences, and cultural backgrounds to support robust and thoughtful decision-making. In recognition of its commitment to the principles of EDI and to meeting the Government of Canada's 50-30 Challenge, the NCC strives to ensure that its Board of Directors is composed of 50% women and 30% of members from other designated groups.

Human resources

The NCC creates and maintains a work environment that reflects and supports EDI principles. This includes:

- striving to ensure that its senior management team is composed of 50% women and 30% of members of other designated groups;
- creating a healthy and open dynamic within the NCC Secretariat that values a diversity of perspectives, experiences, and cultural backgrounds;
- ensuring awareness among the NCC's staff and management about their responsibilities with respect to EDI;
- consulting the Canada Research Chairs' [EDI best practices guides for recruitment, hiring and retention](#), and other related guidance, as appropriate, when developing and implementing its staffing policies and processes;
- working with EDI experts to select an appropriate suite of training and information sessions to foster a workplace culture of continuous learning about the realities of designated groups and the impact of unconscious bias; and
- ensuring that all staff have access to EDI-related training.

Membership

The NCC makes space for continuous dialogue and storytelling among its membership. Specifically, it:

- engages with members to collect feedback and identify opportunities to better support members of designated groups;
- documents and shares stories showcasing members of designated groups within the NCC membership and/or the pool of ultimate recipients (UR);
- develops strategies to actively recruit members of designated groups, including the engagement of organizations that represent these groups in the area of cybersecurity; and
- engages in targeted events to foster EDI within cybersecurity and privacy ecosystems.

Strategic planning

The NCC adopts positive measures that support EDI principles by:

- increasing knowledge and inclusion, where appropriate, of EDI principles in the development of the NCC's corporate strategies, policies and programs;
- developing strategies for creating an environment that encourages members of designated groups to actively participate in the organization; and
- inviting members of designated groups to participate in the design and delivery of NCC activities, as well as participate in public events relating to the NCC, as appropriate.

Project implementation

The NCC is committed to including EDI principles in the selection and execution of projects within its funding programs. In support of this commitment, it:

- develops and monitors targets for increasing the number of funded projects led by members of designated groups;
- tracks the number of applications and funded projects led by members of designated groups;
- continuously improves NCC programs and practices to better meet its EDI targets in the delivery of its programs;
- requires that UR develop and monitor targets for substantial enrollment of students and workers from designated groups in training programs and that they refine their programs to continuously improve their performance in the area of EDI ;
- requires UR to demonstrate a commitment to EDI principles in their funding proposals;
- requires UR who receive funding in support of training to develop, include, and execute on a plan to track the number of members of designated groups as students and as workers; and
- requires UR who receive funding in support of commercialization to develop, include and execute on a plan to track the number of cybersecurity jobs filled by members of designated groups.

Operational responsibility

The SD appoints an EDI Champion among senior management who is responsible for leadership, advocacy, and ensuring EDI principles and all policy commitments outlined in this Policy are considered within the NCC's executive decision-making.

The EDI Champion is Chair of the internal EDI Steering Committee (EDISC). The EDISC is composed of staff with responsibilities related to EDI from all parts of the NCC.

The EDISC makes recommendations to the SD regarding the implementation of this Policy. Recommendations can relate to any sector of activity at the NCC. The work of the EDISC aims for continuous improvement in its activities related to EDI.

Monitoring and reporting

Process for self-identification within a designated group

The NCC commits to developing a self-identification process for members of designated groups that is culturally respectful and that ensures that participants feel safe in disclosing their identity(ies) and that their information is protected and used appropriately. In support of this commitment, the NCC seeks guidance from EDI experts to develop appropriate tools and processes for requesting and collecting information on one's identity within a designated group.

The NCC also ensures that the decision to disclose one's identity within a designated group is voluntary.

Monitoring

The EDISC is responsible for ensuring that the NCC's EDI practices are tracked and monitored on an ongoing basis. The EDISC also verifies that any data on EDI that may be produced is protected, kept up-to-date and adjusted, as required. It provides recommendations to the SD on developing tools and action plans in support of this Policy.

Reporting

The NCC provides annually a Corporate Plan to the Minister that includes a summary of EDI activities.

The NCC's Annual Report includes an update of EDI activities.

Non-compliance

The SD has authority over the process for addressing complaints.

The EDI Champion is responsible for developing and overseeing a process for addressing complaints.

EDI complaints received from employees, managers, or the public are investigated by the NCC.

Complaints do not necessarily mean there has been non-compliance. If the complaint is substantiated, corrective measures are taken to ensure compliance.