



Putting Inclusivity into Practice

Inclusive Procurement Guide

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1.0 Introduction

1.1 What Is Inclusive Procurement?

1.2 Definition of Diverse Suppliers

1.3 Why Is This Relevant to Tourism
Across Canada?

1.4 How Does This Align with Social,
Sustainable and Local Procurement?

Introduction

While inclusive procurement is relatively new in Canada, with the first diverse supplier council launched in 2004, it has been actively practised by U.S. corporations and government organizations for more than 50 years.

The following Inclusive Procurement Guide forms a road map to help tourism companies and organizations leverage the business benefits of a diverse and inclusive supply chain, while governments benefit from stronger Canadian economic capacity alongside competitive and innovative suppliers. These guidelines leverage the many years of expertise from companies across the United States and Canada in order to simplify your process of building an inclusive supply chain.

1.1 What is Inclusive Procurement?

Inclusive procurement helps your organization tap into the widest available talent pool of suppliers by proactively providing diverse suppliers with an opportunity to bid on business opportunities for your organization.

Tourism businesses and organizations are embracing inclusive procurement as they recognize that diverse suppliers may help them:

- Exceed customer expectations, especially across a growing diverse customer base;
- Deliver innovative products and services, driving competitive advantage;
- Attract diverse talent by demonstrating broad commitment to inclusion;
- Save money or reduce lead times; and
- Strengthen local economic capacity in the community, so together they may create dynamic tourism destinations.

In practice, inclusive procurement has been known as “supplier diversity” in the United States since the 1970s. For the purposes of these guidelines, the two terms are used interchangeably.

1.2 Definition of Diverse Suppliers

Diverse suppliers are businesses that are certified to be more than 51% owned, managed and controlled by people in equity-seeking groups. These groups include individuals identifying as:

LGBT+	Gender and Sexual Minorities such as Lesbian, Gay, Bisexual and Transgender
Aboriginal/Indigenous	For example, First Nations, Métis and Inuit
Visible Minority	Such as South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean and Japanese
Disabled	A person with a disability has a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and (a) considers themselves to be disadvantaged in employment by reason of that impairment; or (b) believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment.
Women	Who continue to be disproportionately represented in the economy

1.3 Why is this Relevant to Tourism Across Canada?

LGBT+ customers are critically aware of where they spend their tourism dollars. They buy from businesses that demonstrate progressive policies and inclusive practices.

Destinations and operators that ensure LGBT+ customers feel welcome, accepted and served in a way that exceeds their expectations have a much better chance of attracting more of this lucrative travel market. LGBT+ suppliers clearly have a valuable role to play in helping tourism businesses exceed LGBT+ customer expectations.

Similarly, Canada is fortunate it can draw on diverse businesses to attract and serve tourism from markets around the world, whether visitors are interested in experiencing Indigenous cultures, sampling global cuisine or finding day-trip guides in their language. From marketing, staffing and technology services to logistics and food products, diverse suppliers offer potential innovation and cost savings alongside cultural insights that are invaluable to a thriving Canadian tourism sector.





1.4 How does this Align with Social, Sustainable and Local Procurement?

Businesses have begun to recognize the critical importance of aligning their purpose to reflect the needs of broader stakeholders, not just financial profits for shareholders. Given that a significant percentage of a company's environmental and social impact is in its supply chain, there is considerable opportunity for sourcing professionals to move beyond traditional strategic sourcing drivers of cost savings, risk mitigation and operational excellence to also identify solutions that enhance economic inclusion and create positive (regenerative) environmental impact.

Ultimately, from a systems perspective, businesses are dependent on healthy communities and healthy ecosystems. Sustainable, social, local and inclusive procurement are all efforts to make supply chains collectively part of the solution to the interrelated climate, biodiversity and inequality crises.

The terms are undoubtedly overlapping, as this is a growing field and there is a pressing need to incorporate a range of "externalities" – social and environmental impacts that businesses have never costed in their business models. As a result, a variety of terms have come from organizations to support corporations looking to enhance the positive social and environmental impacts of their purchases. Sustainable supply chains seek to minimize or eliminate environmental impacts, while social procurement is a broad term that often includes supplier diversity alongside purchasing from social enterprises that create employment for marginalized community members. Local procurement sometimes refers to local food systems, but is also often used in relation to major projects – whether resource or infrastructure-based – to provide economic benefits to local communities impacted by these major projects.

Supplier diversity and inclusive procurement were early initiatives in this broader shift, enabling businesses and their procurement groups to move beyond cost savings toward total value frameworks that account for positive economic and environmental impact.

A woman with long dark hair, wearing a light-colored plaid button-down shirt, is smiling and gesturing with her hands as if in a meeting or presentation. The background is softly blurred, showing what appears to be a modern office or meeting space with warm lighting and decorative elements. The overall image has a warm, yellowish-orange tint.

2.0 Inclusive Procurement in Large Corporations

2.1 Getting Started – Align Your Program with Your Corporate Destination

- Secure Executive Support
- How to Find Certified Diverse Suppliers
- Tips for a Successful Journey – Legal Environment for Supplier Diversity in Canada

2.2 Deeper Dive – Planning Your Adventure

- Developing a Policy Statement
- Identifying Opportunities for Diverse Suppliers
- Supporting Processes for Inclusive Procurement

2.3 Program Management

- Tracking and Measuring Success

Inclusive Procurement in Large Corporations

This Inclusive Procurement Guide forms a road map to help companies on the journey toward establishing an effective supplier diversity program. At its core, developing inclusive procurement processes entails both strategic business and operational elements, as well as change management strategies, that support a shift in cultural norms.

For organizations new to inclusive procurement, we have included a preliminary section to help you get started. Companies that have already committed to an inclusive supply chain will find value in the Deeper Dive section. Since what gets measured gets managed, the final section includes guidance on setting goals and indicators.

Implementing inclusive procurement is not linear. Most programs start where the corporate culture allows, and as the business value grows, champions revisit their plans to secure additional resources to continuously advance their program.

2.1 Getting Started – Align Your Program with Your Corporate Destination

While inclusive procurement only began in 2004 in Canada, it has been practised by U.S. corporations and governments since the early 1970s. Corporations are embracing an inclusive and diverse supply chain to provide equality of opportunity to qualified suppliers and to gain competitive advantage by accessing the innovation and competitiveness that diverse suppliers may offer. Corporations also recognize that diverse supplier businesses are important to the economic prosperity of the communities with which they do business.

SECURE EXECUTIVE SUPPORT

In order to secure executive support, it is essential to develop a business case aligned with your corporation's broader business strategies. As a starting point, summarize the range of business benefits offered by inclusive procurement, and emphasize key value propositions that best align with your company's corporate purpose and strategic executive goals. Table 1 summarizes a wide range of business benefits of inclusive procurement. In times of strategy change, be prepared to revisit the range of value propositions to refresh the business case alignment.

TABLE 1: BUSINESS BENEFITS OF SUPPLIER DIVERSITY

Business Benefit	Value Proposition
Access to New Markets	Diverse suppliers, including marketing, excursions, food and more, enable tourism companies to more effectively attract a broader group of customers, including LGBT+ communities, women and global destinations.
New Revenue Opportunities	Secure more business from large corporate and government clients as they increasingly engage suppliers to support their supplier diversity goals and objectives.
Supply Chain Excellence	Corporations widely track and report supply chain value, including: <ul style="list-style-type: none"> Enhanced supplier pool – the identification of additional qualified suppliers ensures that organizations have more robust supply chains; Increased competition resulting from the larger pool of suppliers, which can lead to better product and service quality as well as lower costs; Increased efficiency and flexibility due to the use of smaller, nimble suppliers; and Reduced risk in the supply chain – having qualified alternatives reduces risk from sole sourcing or geographic risk.
Innovation	Diversity has been proven over many years of studies to deliver innovation. Diverse suppliers continue to win awards for the innovative solutions they deliver across all sectors.
Employee Satisfaction and New Talent Recruitment	Diverse employees are more likely to remain with employers who value diversity and put inclusive practices in place. This can lead to less workforce turnover, reducing the high costs of recruiting, onboarding and training new employees. In addition, supply chain professionals report great satisfaction in adding a values-driven component to their work.
Brand Loyalty	In an era of climate emergency and extremely high economic inequality, consumers are increasingly looking to spend their money with companies that reflect their values. Communicating inclusive supply chain processes enhances brand loyalty as consumers look for practices that demonstrate investment in inclusion and community.
Economic Impact	Diverse suppliers are more likely to create jobs for diverse community members, which expands the Canadian consumer and tax base in addition to fuelling a competitive and dynamic economy. Given that in Canada and the United States, 60%-70% of GDP is built on consumer demand, it is strongly in the collective best interests of corporations to ensure that equity-seeking groups that have been historically marginalized become active economic participants through entrepreneurship and employment.

The business case should define:

- The value proposition;
- Alignment with the broader business strategy;
- The current state (industry benchmarking); and
- Outcomes to be achieved.

Companies that work to take advantage of the multifaceted value proposition will derive the greatest value from a diverse and inclusive supply chain.

HOW TO FIND CERTIFIED DIVERSE SUPPLIERS

There are a number of diverse supplier councils that have been established to help companies connect with certified diverse suppliers. LGBT+ suppliers are certified by Canada's LGBT+ Chamber of Commerce (CGLCC) as owned and operated by members of the LGBT+ community.

Corporations value certification of diverse suppliers to be certain their investments in supplier inclusion are reaching the intended businesses and, therefore, have a greater likelihood of reaching business objectives. Corporations across Canada and the United States collaborated to develop the Canadian non-profit supplier councils to collectively identify, certify, strengthen and advocate for entrepreneurs that identify as diverse.

Other supplier councils certifying diverse suppliers include:

- Canadian Aboriginal and Minority Supplier Council
- Canadian Council for Aboriginal Business
- Inclusive Workplace and Supply Council of Canada (IWSCC)
- Women Business Enterprises Canada (WBE Canada)
- WEConnect International

Active outreach and ongoing engagement is essential to developing a strong pipeline of diverse suppliers. The easiest method is to become a member of supplier councils that best represent the groups you would like to target for inclusion. CGLCC corporate members have access to a national database of LGBT+ certified suppliers, in addition to program support, visibility and networking opportunities.

Other ways to develop a portfolio of diverse suppliers include:

- Attending networking and matchmaker events hosted by supplier councils or other chambers to meet diverse suppliers;
- Having voluntary self-identification questions in online supplier registration processes as well as RFxs (requests for proposals, quotations, etc.) and;
- Developing internal advocacy and diverse supplier referral mechanisms from other business units.

TIPS FOR A SUCCESSFUL JOURNEY – LEGAL ENVIRONMENT FOR SUPPLIER DIVERSITY IN CANADA

As supplier diversity champions work to secure executive support for the business case and a supplier diversity policy in Canada, they may encounter questions about whether supplier diversity programs comply with human rights legislation in Canada.

In the business environment, Canadians were told for many years that we should not ask questions in recruitment regarding gender, ethnicity, sexual orientation and so on, in case this becomes grounds for exclusion. Thus, it has become commonly believed that we are also unable to ask suppliers questions regarding their owners' gender or ethnicity. By rarely discussing our diversity, it unfortunately can become a conversation that many procurement professionals initially shy away from.

However, it is not commonly known that the *Canadian Human Rights Act* (section 16) allows companies to implement special programs if the programs are designed to assist disadvantaged persons or groups to achieve equal opportunity. Supplier diversity programs are special programs, given that they are designed to promote equal opportunity to bid. Similarly, the provincial human rights codes encourage companies to collect data, such as asking ownership questions, to determine if their procurement processes are meeting their special program objectives of equal opportunity. Questions must be voluntary, but otherwise, no specific approval is required to implement a special program.

To overcome this cultural hesitance in asking ownership questions in Canada, we encourage companies to communicate why you are asking the questions, referencing your commitment to inclusive procurement. Often, it helps to know that Canada's largest corporations, including BMO, RBC, Sun Life Financial, TD Canada Trust, Telus and governments such as the City of Toronto, routinely ask supplier ownership questions in their vendor registration and RFP processes as part of their efforts to advance supply chain inclusion.

2.2 Deeper Dive – Planning Your Adventure

DEVELOPING A POLICY STATEMENT

Once the business case has been accepted by an executive sponsor, a corporate policy statement becomes a foundational tool that provides guidance and direction to implement supplier diversity across the entire organization. With a policy statement or position statement (depending on your corporate culture), conveying a call-to-action across the company becomes streamlined.

A simple and concise policy statement should capture the fundamental goals, objectives and benefits of a supplier diversity program. It should be endorsed by a senior leader within the company as a demonstration of commitment to supplier diversity. Without top-level support, it can be very difficult to convey a call-to-action down through the company.

For some examples of public statements, see those of *RBC*, *Telus* and *Marriott International*.

Key Elements of a Supplier Diversity Policy

- Justification for the program
- Eligibility (target beneficiaries)
- Key elements of the program
- Benefits to the company, its shareholders and stakeholders

IDENTIFYING OPPORTUNITIES FOR DIVERSE SUPPLIERS

To build a robust supplier diversity process that delivers tangible business value, sourcing organizations leverage a range of strategies and tactics to identify and grow opportunities for diverse suppliers.

Near Term	Medium Term	Long Term
<ul style="list-style-type: none"> Diverse supplier category analysis Niche introduction/ requests Categories with underperforming suppliers 	<ul style="list-style-type: none"> Internal category spend analysis Sourcing forecasts Inclusive sourcing – active scan and identification for all sourcing events 	<ul style="list-style-type: none"> Supplier development, especially for anticipated market shifts Internal advocacy and referral mechanism Second-tier program

In the near term, analyzing the categories of certified diverse suppliers that best match your company's largest needs should also be combined with active processes to engage and assess diverse suppliers in key categories. CGLCC provides a range of events to facilitate these connections efficiently for corporate members.

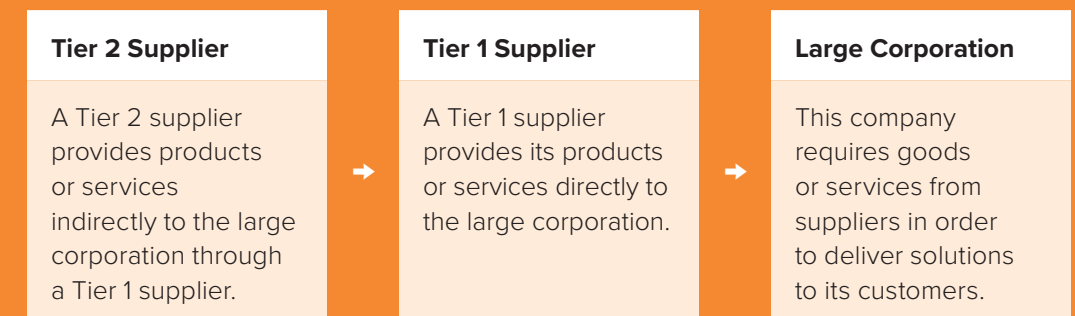
As programs gain internal traction, organizations move to develop processes for active inclusion in all sourcing events. This maximizes potential opportunities as diverse suppliers are considered for each sourcing need, resulting in more successes. For example, leading corporations:

- Require their sourcing team to scan for qualified diverse suppliers for every RFX and, where identified, include at least one diverse supplier in the RFX; and
- Include weighting for supplier diversity (certified diverse supplier or supplier diversity program reporting) in evaluation scorecard.

Long-term success also includes proactive development of diverse suppliers in anticipation of strategic shifts through technology change and investing in developing second-tier programs to dramatically increase opportunities in certain categories.

Vendor Consolidation and Second-Tier Programs

As many global and national organizations have already moved to consolidate their supply base, it is often challenging for diverse suppliers to have the scale to compete as a Tier 1 supplier. However, a comprehensive second-tier program, whereby large Tier 1 suppliers implement their own inclusive procurement processes, creates a multiplier effect. Encouraging (and contracting) large Tier 1 companies to establish their own supplier diversity processes creates significant Tier 2 incremental opportunities for LGBT+ businesses.



In the tourism sector, large hotels are examples of corporations that are both Tier 1 (to large corporate clients) and consumer-driven. They have the opportunity for local procurement (i.e. florists, catering, maintenance), while also leveraging global procurement for commodities such as linens, décor and so on.

SUPPORTING PROCESSES FOR INCLUSIVE PROCUREMENT

Organizations must develop and strengthen a range of supportive processes that enable the cultural shift that is a key component to building an inclusive supply chain.

Effective communication supports organizational cultural shifts and promotes internal and external stakeholders' support by sharing goals and successes. At the same time, given that accountability for achieving goals must be established across the organization, it is critical to engage champions who recognize the business value of supplier diversity for their business unit, enhancing the collaboration needed to reach goals.

Lastly, training is essential to educate and create awareness within the company and with suppliers.



Communication:

A supplier diversity communications strategy is a valuable tool to build momentum and should be introduced as early as possible in the process. Internal communication activities may include:

- Supplier diversity business case and leadership commitment (policy roll-out) to management;
- Supplier diversity section on company intranet;
- Champions in individual departments communicating supplier diversity activities in their internal meetings; and
- Promoting small and large supplier diversity successes.

Externally, the communications strategy will focus on brand building, ensuring that supplier and community stakeholders are aware of the organizational commitment made to supplier diversity and how successes impact the company and community alike. This message should be consistent across websites, annual reports and so on. Ultimately, the communications strategy acknowledges and reinforces executive support and encourages building a culture of inclusion across the organization.

Champion Engagement:

Depending on an organization's corporate culture, recruitment of one or more champions is invaluable in securing broader corporate support and engagement. The recruitment of program champions outside of procurement also helps to strengthen the multifaceted business value for supplier diversity in areas such as enterprise/diverse market sales, workforce diversity lead, CSR/communications lead and so on. These may be senior management who currently steer a Diversity Committee and/or could form the basis of a cross-functional supplier diversity steering committee.

Training:

Organizational resistance may come from those who misunderstand the reasons for greater supplier diversity and who are unsure how to balance supplier diversity among the many sourcing objectives. Provide internal supplier diversity training to employees to clarify the goals of the program as well as the business benefits. This will both educate them and create will for the program.

External diverse supplier training is also critical. CGLCC can be a valuable partner to organizations as it delivers a range of workshops at events. Common training topics include: "Doing Business With," "Responding to RFPs," "Navigating E-Sourcing," "Negotiations," "Supplier Development & Mentorship" and many more. Consider reaching out to work with CGLCC to ensure that diverse suppliers are well-equipped to participate effectively in your company's sourcing events.

Engaging Champions – 3 Tips for Success

1. Understand who you want to influence:

To prepare your pitch, start by thinking about who you want to influence. What are their objectives and priorities? What are their main challenges, and how might this program help them be more successful in their role?

Revisit the business benefits to highlight the benefits that best align with their functional area and priorities.

2. Emphasize the context:

Spend some time linking inclusive procurement to corporate purpose and high-level strategic objectives, in addition to potential benefits in their functional area. Don't miss the opportunity to also make it meaningful from an external perspective – from demographic growth and inequality statistics to leaders and competitors already engaged, help your champion see the relevance of inclusive procurement.

CGLCC and other supplier council events are a very effective way to highlight context and success stories and get champions engaged.

3. Clarify the ask:

Specify how your Champion can help. From innovation needs (identifying emerging business challenges in their unit that a diverse supplier might solve); to leadership (chairing a supplier diversity council); to mentorship (supporting development of diverse suppliers); provide specifics that may also help them to be more successful in their role and help them achieve their business or career objectives.



2.3 Program Management

TRACKING AND MEASURING SUCCESS

Establishing objectives and goals is critical to the growth of any initiative. Measuring and reporting on progress and achievements ensures accountability and recognition.

To set goals, establishing a baseline of diverse suppliers is a valuable starting point. As mentioned above, asking supplier ownership questions is legal in Canada, enabling ownership questions to be included in a range of communications with suppliers (i.e. as a standalone survey or as part of another form of communication). Leveraging spend analyses (internal and external), and, if relevant, customer objectives, will assist in identifying targeted goals within business units, commodity groupings and so on. In general, most companies start by setting year-over-year goals until they are able to get a complete analysis of the existing diversity within their supply chain.

When establishing supplier diversity programs, most organizations initially look for tracking mechanisms within their existing vendor management systems to tag suppliers as certified. Spreadsheets often supplement the vendor management system tagging to track other KPIs beyond dollars spent. A range of tracking and reporting software is also available in the market.

Sample Key Performance Indicators (KPIs)

The following metrics are examples of KPIs used by various corporations managing their supplier diversity programs:

- Number of RFx opportunities that included at least one diverse supplier on bidders list
- Number of certified diverse suppliers awarded business
- Year-over-year increase in diverse supplier spend
- Business value in award to diverse supplier (i.e. money saved; innovation; local job creation)
- Tier 1 suppliers become corporate members and/or suppliers become accredited with certifying organizations

3.0 Inclusive Procurement in Tourism Associations

3.1 Getting Started – Align Your Program with Your Organization’s Destination

- Secure Executive Support
- Governments and Inclusive Procurement
- How to Find Certified Diverse Suppliers
- Tips for a Successful Journey – Complying with Trade Agreements

3.2 Deeper Dive – Planning Your Adventure

- Developing a Policy Statement
- Identifying Opportunities for Diverse Suppliers
- Supporting Processes for Inclusive Procurement

3.3 Program Management

- Tracking and Measuring Success



Inclusive Procurement in Tourism Associations

Tourism is a team sport, and the sector is most successful when local, regional and provincial organizations collaborate to leverage the diverse skills, product offerings and insights that make Canada a world-class destination.

This Inclusive Procurement Guide forms a road map to help organizations leverage the benefits and simplify the steps in building an inclusive and diverse tourism supply chain. At its core, developing inclusive procurement processes entails both strategic and operational elements as well as change management strategies that support a shift in cultural norms.

For organizations new to inclusive procurement, we have included a preliminary section to help you get started. Organizations that are ready for broader implementation will find value in the Deeper Dive section. Since what gets measured gets managed, the final section includes guidance on setting goals and indicators.

3.1 Getting Started – Align Your Program with Your Organization’s Destination

Inclusive procurement helps your organization tap into the widest available talent pool of suppliers by proactively providing diverse suppliers with an opportunity to bid on business opportunities for your organization.

Tourism businesses and organizations are embracing inclusive procurement as they recognize that diverse suppliers may help them to:

- Exceed customer expectations, especially across a growing diverse customer base;
- Deliver innovative products and services, driving competitive advantage;
- Attract diverse talent by demonstrating broad commitment to inclusion;
- Save money or reduce lead times; and
- Strengthen local economic capacity in the community, so together they may create dynamic tourism destinations.

SECURE EXECUTIVE SUPPORT

In order to secure executive support, it is essential to develop a business case aligned with your organization’s broader strategies.

Most tourism organizations start building their business case by considering the target markets they are looking to attract alongside how to continue to build thriving tourism destinations that deliver high-quality experiences in their region.

As a starting point, Table 2 summarizes a wide range of business benefits offered by inclusive procurement. For your business case, emphasize key value propositions that best align with your organization’s purpose and strategic executive goals. In times of strategy change, be prepared to revisit the range of value propositions to refresh the business case alignment.

TABLE 2: TOURISM ORGANIZATION BENEFITS OF SUPPLIER DIVERSITY

Business Benefit	Value Proposition
Access to New Markets	Diverse suppliers, including marketing, staffing, translations and food, enable tourism organizations to more effectively attract a broader range of clients, including LGBT+, women and top global markets for Canada such as India, Hong Kong, Mexico and the Caribbean, among others.
Supply Chain Excellence	Organizations widely track and report supply chain value, including: <ul style="list-style-type: none"> • Increased competition resulting from the larger pool of suppliers, which can lead to better product and service quality as well as lower costs; • Increased efficiency and flexibility due to the use of smaller, nimble suppliers; and • Reduced risk in the supply chain – having qualified alternatives reduces risk from sole sourcing.
Innovation	Diversity has been proven over many years of studies to deliver innovation. Diverse suppliers continue to win awards for the innovative solutions they deliver across all sectors.
Employee Satisfaction and New Talent Recruitment	Diverse employees are more likely to remain with employers who value diversity and put inclusive practices in place. This can lead to less workforce turnover, reducing the high costs of recruiting, onboarding and training new employees.
Economic Impact	Diverse suppliers are more likely to create jobs for diverse community members, which expands the Canadian consumer and tax base in addition to fuelling thriving and dynamic tourism destinations. Given that in North America, 60%-70% of GDP is built on consumer demand, it is strongly in the collective best interests of organizations to ensure that equity-seeking groups that have been historically marginalized become active economic participants through entrepreneurship and employment.

The business case should define:

- The value proposition;
- Alignment with the broader business strategy;
- The current state (industry benchmarking); and
- Outcomes to be achieved.

Organizations that work to take advantage of the multifaceted value proposition will derive the greatest value from a diverse and inclusive supply chain.

GOVERNMENTS AND INCLUSIVE PROCUREMENT

Various levels of government, including municipal, provincial and federal, are recognizing that government procurement and large infrastructure investments should balance social and environmental value alongside economic value (price), bringing much broader value to the region.

In 2018, Infrastructure Canada made a commitment to inclusive procurement by developing the **Community Employment Benefits** requirement: new major public infrastructure projects will now be asked to consider how their projects can create training and job opportunities for underrepresented groups and procurement opportunities for small- to medium-sized social enterprises.

The **City of Toronto** was one of the first municipalities to leverage social procurement, which incorporates both supplier diversity and workforce development, as highlighted below. Other jurisdictions that are leveraging inclusive and social procurement include **British Columbia** and **Vancouver**, while others in Canada are exploring their own programs.

City of Toronto's Social Procurement Highlights

The City of Toronto developed its Social Procurement Framework in 2013, and implemented its Social Procurement Program in January 2017, to address recommendations made in the Toronto Poverty Reduction Strategy.

The Social Procurement Program aims to drive inclusive economic growth through two key mechanisms:

- **Supply Chain Diversity:** Increase the diversity of the city's supply chain by providing diverse suppliers with equitable access to competitive city procurement processes;
- **Workforce Development:** Increase the number of employment, apprenticeship and training opportunities leveraged for people experiencing economic disadvantage, including Indigenous Persons and those from equity-seeking communities;

The Supply Chain Diversity component of the program is currently focused on inclusive procurement processes to provide equal access to certified diverse suppliers. Specifically:

- For Invitational Request for Quotes ranging from \$3,000 to \$100,000, divisions will review diverse supplier lists and, where available, invite at least one diverse supplier to quote.
- For Request for Proposals (RFPs) greater than \$100,000, language will be added to the RFP and additional points may be awarded as part of the proposal evaluation if the proponent is a certified diverse supplier or to encourage the proponent to develop a supplier or employee diversity policy.

The City has invested resources in staff, including: training across divisions and engaging and offering training to certified diverse suppliers, alongside investing in diverse supplier councils, in order to deliver on the objectives of social procurement.

HOW TO FIND CERTIFIED DIVERSE SUPPLIERS

There are a number of diverse supplier councils that have been established to help companies connect with certified diverse suppliers. LGBT+ suppliers are certified by Canada's LGBT+ Chamber of Commerce (CGLCC) as owned and operated by members of the LGBT+ community.

Corporations value certification of diverse suppliers to be certain their investments in supplier inclusion are reaching the intended businesses and, therefore, have a greater likelihood of reaching business objectives. Corporations across Canada and the United States collaborated to develop the Canadian non-profit supplier councils to collectively identify, certify, strengthen and advocate for entrepreneurs that identify as diverse.

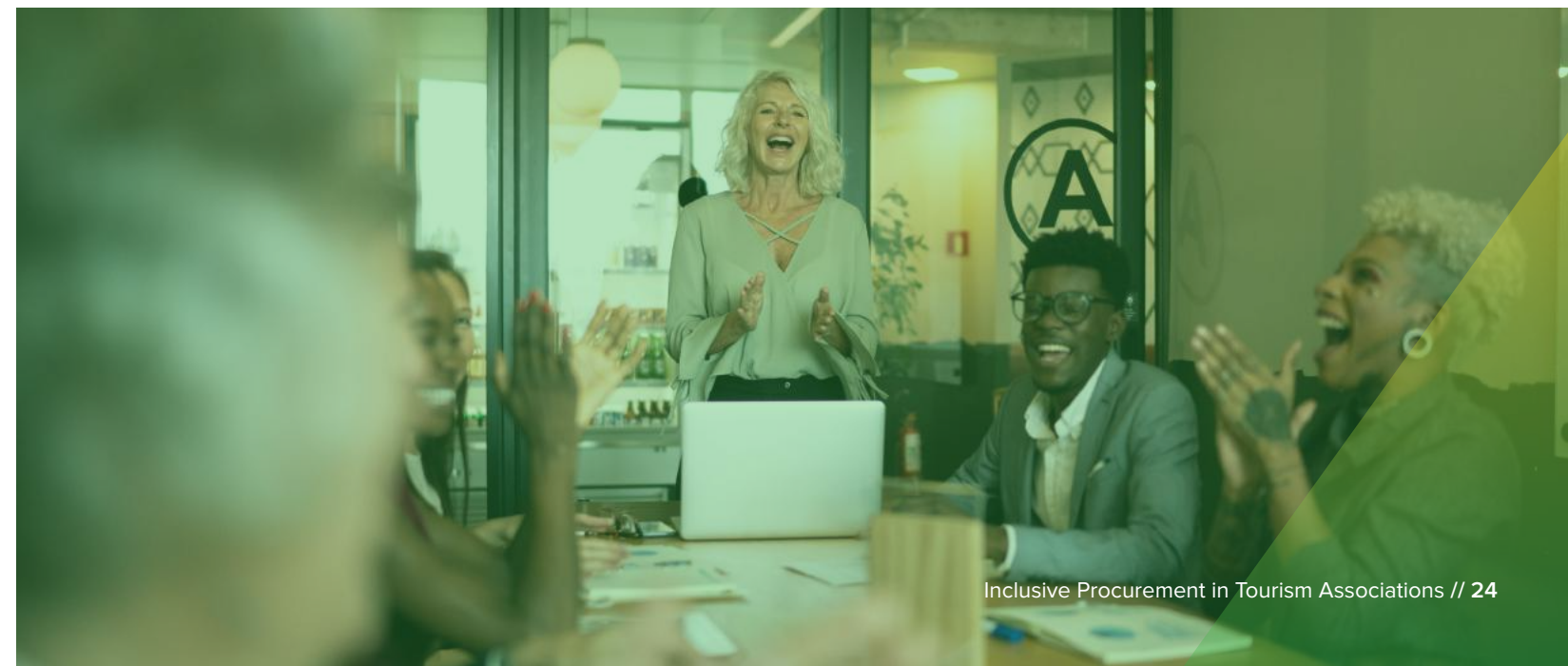
Other supplier councils certifying diverse suppliers include:

- Canadian Aboriginal and Minority Supplier Council
- Canadian Council for Aboriginal Business
- Inclusive Workplace and Supply Council of Canada (IWSCC)
- Women Business Enterprises Canada (WBE Canada)
- WEConnect International

Active outreach and ongoing engagement is essential to developing a strong pipeline of diverse suppliers. The easiest method is to become a member of supplier councils that best represent the groups you would like to target for inclusion. CGLCC corporate members have access to a national database of LGBT+ certified suppliers, in addition to program support, visibility and networking opportunities.

Other ways to develop a portfolio of diverse suppliers include:

- Attending networking and matchmaker events hosted by supplier councils or other chambers to meet diverse suppliers;
- Having voluntary self-identification questions in online supplier registration processes as well as RFXs (requests for proposals, quotations, etc.); and
- Developing internal advocacy and diverse supplier referral mechanisms from other associations or regions.



Inclusive Procurement in Compliance with Trade Agreements

Government procurement is governed by principles of openness, fairness, competitiveness and transparency, as well as compliance with trade agreements.

It is often mistakenly believed that inclusive procurement, by encouraging bids from certified diverse suppliers, may restrict competition and thus is prohibited. However, all trade agreements have set-asides and dollar-value thresholds built into the agreements that enable governments to use smaller procurements to more actively target outcomes for economic inclusion. Set-asides for Indigenous Peoples are consistent across trade agreements, and many agreements include set-asides for small- and medium-sized businesses as well as minority-owned businesses. Buy Social Canada’s Trade Agreement Primer provides further detail.

This is where most government organizations and agencies begin their efforts with inclusive procurement. For supplier diversity, the City of Toronto has processes to encourage bids from diverse suppliers for purchases from \$3,000 to \$100,000, whereas British Columbia’s social impact procurement guidelines provide guidance for incorporating social impact criteria into point-based solicitations for purchases under \$75,000.

For procurements over threshold dollar values, trade agreements prohibit governments from using restrictions that may limit businesses from other jurisdictions. However, government and crown agencies can request inclusive, environmental and other social outcomes from all bidders regardless of procurement size. As long as **all** bidders are asked to identify their outcomes, there is no restriction of competition.

In reality, an equally significant challenge is the focus on cost-savings and efficiency. Many government jurisdictions, such as Ontario’s broader public sector procurement directive, are required to give the highest weighting to price, with the goal of saving taxpayers money. By convention, this leads to larger procurements to administer fewer contracts, which often cuts out smaller suppliers due to economies of scale. However, there is growing interest in exploring best-value procurement. As the City of Toronto’s Bellamy Commission noted, “Effective government procurement should also be measured by social, environmental, and other benefits to the community. Balancing price with these qualitative dimensions is at the heart of effective best-value procurement in the public sector.”

3.2 Deeper Dive – Planning Your Adventure

DEVELOPING A POLICY STATEMENT

Once the business case has been accepted by the executive team, a policy statement becomes a foundational tool that provides guidance and direction to implement supplier diversity across the entire organization. With a policy statement or position statement (depending on your corporate culture), conveying a call-to-action across the organization becomes streamlined.

A simple and concise policy statement should capture the fundamental goals, objectives and benefits of a supplier diversity program. It should be endorsed by a senior leader as a demonstration of commitment to supplier diversity. Without top-level support, it can be very difficult to convey a call-to-action down through the organization.

For some examples of public statements, see those of *Marriott International*, *RBC* and *Telus*.

Key Elements of a Supplier Diversity Policy

- Justification for the program
- Eligibility (target beneficiaries)
- Key elements of the program
- Benefits to the company, its shareholders and stakeholders

IDENTIFYING OPPORTUNITIES FOR DIVERSE SUPPLIERS

To build a robust supplier diversity process that delivers tangible business value, sourcing organizations leverage a range of strategies and tactics to identify and grow opportunities for diverse suppliers.

Near Term	Medium Term	Long Term
<ul style="list-style-type: none"> • Diverse supplier category analysis • Niche requests • Categories with underperforming suppliers 	<ul style="list-style-type: none"> • Internal category spend analysis • Sourcing forecasts • Inclusive sourcing – active scan and identification for all sourcing events 	<ul style="list-style-type: none"> • Supplier development, especially for anticipated market shifts • Internal advocacy and referral mechanism • Second-tier program

In the near term, analyzing the categories of certified diverse suppliers that best match your organization’s largest needs should also be combined with active processes to engage and assess diverse suppliers in key categories. CGLCC provides a range of events to facilitate these connections efficiently for corporate members.

As programs gain internal traction, organizations move to develop processes for active inclusion in all sourcing events. This maximizes potential opportunities as diverse suppliers are considered for each sourcing need, and this results in more successes. For example, leading corporations:

- Require their sourcing team to scan for qualified diverse suppliers for every RFX and, where identified, include at least one diverse supplier in the RFX; and
- Include weighting for supplier diversity (certified diverse supplier or supplier diversity program) in evaluation scoring.

Long-term success also includes proactive development of diverse suppliers in anticipation of strategic shifts through technology change and investing in developing second-tier programs to dramatically increase opportunities in certain categories.

Vendor Consolidation and Second-Tier Programs

As many global and national organizations have already moved to consolidate their supply base, it may be challenging for diverse suppliers to have the scale to compete as a global or national Tier 1 supplier. However, a comprehensive second-tier program, whereby large Tier 1 suppliers implement their own inclusive procurement processes, creates a multiplier effect. Encouraging (and contracting) large Tier 1 companies to establish their own supplier diversity processes creates significant Tier 2 incremental opportunities for LGBT+ businesses.



In the tourism sector, large hotels are examples of corporations that are both Tier 1 (to large corporate clients) and consumer-driven. They have the opportunity for local procurement (i.e. florists, catering, maintenance), while also leveraging global procurement for commodities such as linens, décor and so on.

SUPPORTING PROCESSES FOR INCLUSIVE PROCUREMENT

Organizations that strengthen a range of supportive processes better enable the cultural shift that is a key component to building an inclusive supply chain.

Effective communication supports organizational cultural shifts and promotes internal and external stakeholders' support by sharing goals and successes. At the same time, given that accountability for achieving goals must be established across the organization, it is valuable to engage champions who recognize the business value of supplier diversity for their functional area, enhancing the collaboration needed to reach goals. Lastly, training is essential to educate and create awareness, both within the company and with suppliers.

Communication:

A supplier diversity communications strategy is a valuable tool to build momentum and should be introduced as early as possible in the process. Internal communication activities may include:

- Supplier diversity business case and leadership commitment (policy roll-out);
- Supplier diversity section on intranet;
- Communicating supplier diversity activities and opportunities in internal meetings; and
- Promoting small and large supplier diversity successes.

Externally, the following sample language may assist you to communicate your commitment to inclusive procurement at your organization. You will find it is similar to language commonly found on job applications, given that many companies have also implemented special programs for equity in employment.

Communicating Inclusive Procurement – Website, RFPs

At [Organization Name], we strive to have an inclusive supply chain. We believe the tourism sector is strengthened by providing equality of opportunity to businesses owned by LGBT+ communities, women, Indigenous Peoples, visible minorities and people with disabilities. By providing equal access to procurement opportunities to qualified suppliers, we strengthen [Organization Name]'s competitive advantage by enhancing our relationships with our partners and the communities in which we operate. We encourage submissions, bids and proposals from all diverse suppliers. For more information about inclusive procurement, visit cgicc.ca.

Champion Engagement:

Depending on an organization's culture, recruitment of one or more champions is invaluable in securing broader support and engagement. The recruitment of program champions outside of purchasing also helps to strengthen the multifaceted business value for supplier diversity in areas such as marketing, HR, CSR/communications and so on.

Training:

Organizational resistance may come from those who misunderstand the reasons for greater supplier diversity and who are unsure how to balance supplier diversity among the many sourcing objectives. Provide internal supplier diversity training to employees to clarify the goals of the program as well as the business benefits, to both educate and create will for the program.

External diverse supplier training is also valuable. CGLCC can be a valuable partner to organizations as it delivers a range of workshops at events. Common training topics include "Doing Business With," "Responding to RFPs," "Supplier Development & Mentorship" and many more. Consider reaching out to work with CGLCC to ensure that diverse suppliers are well-equipped to participate effectively in your organization's sourcing events.

3.3 Program Management

TRACKING AND MEASURING SUCCESS

Establishing objectives and goals is critical to the growth of any initiative. Measuring and reporting on progress and achievements ensures accountability and recognition.

To set goals, establishing a baseline of diverse suppliers is a valuable starting point. As mentioned above in section 2.1, asking supplier ownership questions is legal in Canada, enabling ownership questions to be included in a range of communications with suppliers (such as in standalone surveys or as part of another form of communication). In general, most companies start by setting year-over-year goals until they are able to get a more complete understanding of the existing diversity within their supply chain.

When establishing supplier diversity programs, most organizations initially look for tracking mechanisms within their existing vendor management systems to tag suppliers as certified. Spreadsheets often supplement the vendor management and accounts payable system to track other KPIs beyond dollars spent. A range of tracking and reporting software is also available in the market.

Sample Key Performance Indicators (KPIs)

The following metrics are examples of KPIs used by various corporations managing their supplier diversity programs:

- Number of RFX opportunities that included at least one diverse supplier on bidders list
- Number of certified diverse suppliers awarded business
- Year-over-year increase in diverse supplier spend
- Business value in award to diverse supplier (i.e. money saved; innovation; local job creation)
- Tier 1 suppliers become corporate members and/or suppliers become accredited with certifying organizations



A photograph of two women in a professional setting, smiling and engaged in conversation. The woman on the right is wearing a red hijab and a white shirt. The woman on the left has dark hair and is wearing a patterned top. The background shows a bright, modern office environment with large windows. The image is overlaid with a green and blue geometric design on the left side.

4.0 Inclusive Procurement in SME Tourism Businesses

4.1 Getting Started – Align Inclusive Procurement with Your Destination

- Attracting New Markets
- Finding Innovative Products and Services
- Create Dynamic, Community-Based Tourism Destinations

4.2 How to Identify Opportunities for Diverse Suppliers

4.3 Tools for Success

- Legal Environment for Supplier Diversity in Canada
- Sample RFP and Website Language

4.4 Case Study: TD Canada Trust

Inclusive Procurement in Small and Medium Tourism Businesses

4.1 Getting Started – Align Inclusive Procurement with Your Destination

Small and medium enterprises (SMEs) are leveraging inclusive procurement to grow their business by attracting new markets to explore innovative products or services, as well as to save money.

They also realize that working together, small and medium enterprises can strengthen local business capacity in the community, so together they may create dynamic tourism destinations.

ATTRACTING NEW MARKETS

As a starting point, think about the new markets your business would like to target.

The international LGBT+ tourism market is valued at US\$200 billion per year.

Destinations and operators that ensure LGBT+ customers feel welcome, accepted and served in a way that exceeds their expectations have a much better chance of attracting more of this lucrative travel market. To attract a larger share of this market, LGBT+ suppliers have a valuable role to play in helping tourism businesses exceed LGBT+ customer expectations.

Similarly, diverse suppliers, including marketing, excursions, food and more, enable tourism companies to more effectively attract a broader group of customers, including the LGBT+ communities, women and global destinations.

Last but not least, if you are targeting corporate business travel, it is important to be aware that many large corporations track their direct suppliers' support of diverse suppliers down the supply chain. They will be interested to learn how you can support their supplier diversity goals, and this becomes an important opportunity to distinguish your business from competitors.

FINDING INNOVATIVE PRODUCTS AND SERVICES

From *Grengine's* clean energy battery solutions for your off-grid adventure tourism, to the Indigenous-owned winery *Nk'Mip* that ships wine to hotels and resorts across the country, you will be surprised and delighted at the range of innovative products and services that diverse suppliers offer. It has been proven that diversity delivers innovation, and many large tourism operators – from Marriott International and Hilton to large food services players such as Sodexo and Compass Group Canada – are taking advantage of the innovation that diverse suppliers offer.

CREATE DYNAMIC, COMMUNITY-BASED TOURISM DESTINATIONS

Communities are often a crucial element of the tourism product. As hosts in a destination, they have a valuable role within the development and delivery of a welcoming and unforgettable tourism experience.

Engaging local and diverse suppliers can make a real difference to the local economy by creating jobs as well as strengthening community pride and social cohesion. It's a valuable commodity that all tourism businesses, no matter their size, benefit from if they nurture, support and grow local businesses.

Companies that work to take advantage of the multifaceted value proposition of inclusive procurement will gain the greatest value from a diverse and inclusive supply chain.

4.2 How to Identify Opportunities for Diverse Suppliers

In the short term, many companies start by simply identifying underperforming suppliers, reaching out to supplier councils and diverse chambers of commerce for supplier suggestions.

In the medium to long term, searching for diverse suppliers in multiple business areas according to your business growth goals, as highlighted above, maximizes your potential for finding great diverse suppliers.

What are the new product or service offerings you may be searching for? In what areas might you want an additional quote to confirm your current supplier is competitive?

CGLCC and its provincial chambers provide a range of events to facilitate these connections efficiently for members and are an excellent resource for facilitating introductions.

4.3 Tools for Success

LEGAL ENVIRONMENT FOR SUPPLIER DIVERSITY IN CANADA

In the business environment, Canadians have been told for many years that we should not ask questions in recruitment regarding gender, ethnicity, sexual orientation and so on, in case this becomes grounds for exclusion. Thus it has become commonly believed that we are also unable to ask suppliers questions regarding their owners' gender or ethnicity. By rarely discussing our diversity, it unfortunately can become a conversation that many business managers initially shy away from.

However, it is not commonly known that the *Canadian Human Rights Act* (section 16) allows companies to implement special programs if the programs are designed to assist disadvantaged persons or groups in achieving equal opportunity. Supplier diversity programs are special programs, given that they are designed to promote equal opportunity to bid. Similarly, the provincial human rights codes encourage companies to collect data, such as asking ownership questions, to determine if their procurement processes are meeting their special program objectives of equal opportunity. Questions must be voluntary, but otherwise, no specific approval is required to implement a special program.



To overcome this cultural hesitance in asking ownership questions in Canada, we encourage companies to communicate why you are asking the questions, referencing your commitment to inclusive procurement. Often, it helps to know that Canada's largest corporations, including BMO, RBC, Sun Life Financial, TD Bank, Telus and governments such as the City of Toronto, routinely ask supplier ownership questions in their vendor registration and RFP processes as part of their efforts to advance supply chain inclusion.

SAMPLE RFP AND WEBSITE LANGUAGE

Once you have made the decision to develop inclusive procurement at your company, the following sample language may assist you to communicate your commitment. You will find it is similar to language commonly found on job applications, given that many companies have also implemented special programs for equity in employment.

Sample Language – Request for Proposals, Website

At [Company Name], we strive to have an inclusive supply chain. We believe the tourism sector is strengthened by providing equality of opportunity to businesses owned by LGBT+ communities, women, Indigenous Peoples, visible minorities and people with disabilities. By providing equal access to procurement opportunities to qualified suppliers, we strengthen [Company Name]'s competitive advantage by enhancing our relationships with our partners and the communities in which we operate. We encourage submissions, bids and proposals from all diverse suppliers. For more information about inclusive procurement, visit cglcc.ca.

A photograph of two men in business attire engaged in a conversation. The man on the left is older, bald, with a grey beard and glasses, wearing a grey blazer over a white shirt. The man on the right is younger, with dark hair and glasses, wearing a light blue shirt. They are in an office environment with blurred windows in the background. The image is overlaid with a blue and purple geometric design on the left side.

5.0 Case Study: TD Canada Trust

5.1 Getting Started –
Align Inclusive Procurement
to Your Corporate Destination

5.2 Deeper Dive – Strategies
and Supporting Processes

5.3 Program Management & Recognition

Being the Better Bank: Inclusive Procurement at TD Canada Trust

Canada's LGBT+ Chamber of Commerce's (CGLCC's) Inclusive Procurement Guide is a roadmap to help companies on their journey toward developing an effective supplier diversity program. This case study supports the guide and summarizes key aspects of TD's current inclusive procurement practices, however, it does not represent the full range of activities and strategies that TD leverages to implement supplier diversity.

5.1 Getting Started – Aligning Inclusive Procurement to Your Corporate Destination

For TD, diversity and inclusion have been a strategic priority for over a decade. Recognizing its positive impact on innovation and creativity; widening its talent pool; increasing employee satisfaction; and delivering business value, TD has embedded diversity and inclusion into every aspect of the business to create an inclusive bank that reflects the diverse communities TD serves.

TD formally launched its supplier diversity program across Canada and the U.S. in 2011, aiming to level the playing field for suppliers that are certified as 51% or more owned and operated by the following groups: Indigenous peoples, visible minorities, women, LGBT+ communities, individuals with diverse abilities and veterans.

THE BUSINESS CASE FOR SUPPLIER DIVERSITY

Aligning with the existing business strategic priority of diversity and inclusion, TD emphasizes the key business benefits of inclusive procurement to continuously strengthen its business case, including:

- Promoting inclusive business growth to enhance social and economic inclusion
- Expanding the supplier pool to identify competitive and innovative suppliers
- Leveraging the expertise of suppliers that represent the diverse communities that TD serves
- Creating a level playing field for diverse suppliers

To drive the business value, TD's Responsible Sourcing and Supplier Diversity team has translated the business case into three overarching goals, aligned with TD's strategic priorities of broadening the ecosystem for diversity and inclusive growth in supply chains:

1. Increase the number of suppliers that become certified.

TD works with many partner organizations, such as CGLCC, to encourage diverse companies to seek certification and thereby become known to corporate buyers seeking goods and services. By championing supplier diversity in the community, TD also aims to enable growth of diverse small and medium businesses.

2. Increase the number of companies with supplier diversity programs.

TD has taken a leadership role with many diversity councils, including CGLCC, to advocate for increased corporate supplier diversity. It also engages its Tier 1 suppliers and encourages them to have supplier diversity programs and report related spend, to demonstrate a shared commitment to diversity and inclusion within the supply chain.

3. Increase awareness of diverse suppliers across the TD lines of business.

By leveling the playing field through connections and opportunities to bid, TD has continued to increase business with certified diverse suppliers.

EXECUTIVE COMMITMENT

The Responsible Sourcing and Supplier Diversity team regularly engages leadership in Sourcing, Corporate Citizenship and across other lines of business to demonstrate the value of supplier diversity and strengthen support.

In addition to resourcing the Responsible Sourcing and Supplier Diversity team, executive support is further evidenced by membership in many supplier diversity organizations across Canada and the U.S., coupled with ongoing diverse supplier outreach and education.

Another example of executive commitment to supplier diversity is its inclusion in the Supplier Code of Conduct, which TD requires suppliers and their subcontractors to review, accept and adhere to.

TD Supplier Code of Conduct – Supplier Diversity Section

TD's updated Supplier Code of Conduct includes the following section on Supplier Diversity. To read the complete Supplier Code of Conduct, visit TD's Prospective Supplier page.

SUPPLIER DIVERSITY

Support TD's supplier diversity initiatives by providing diverse businesses with a fair opportunity to bid and acquire supply chain contract opportunities and by providing relevant reporting. Examples of diverse suppliers include Indigenous peoples, visible minorities, women, veterans, individuals with diverse abilities and LGBT+ owned and operated businesses. Suppliers are expected to integrate supplier diversity in their operations and in their subcontractor decisions.

5.2 Deeper Dive – Strategies and Supporting Processes

IDENTIFYING OPPORTUNITIES FOR DIVERSE SUPPLIERS

TD has a range of initiatives underway to identify direct opportunities for diverse suppliers with the bank, including:

Category Opportunity Matrix: The Responsible Sourcing and Supplier Diversity team meets annually with category sourcing teams to identify upcoming opportunities in various subcategories. In advance of these meetings, they leverage their membership with CGLCC and other councils to scan for relevant diverse suppliers to highlight, assess diverse supplier availability, etc. Opportunity areas of highest potential are highlighted for diverse supplier and partner discussions.

Engagement and Introductory Meetings: TD regularly engages with a wide range of certified diverse suppliers during events and other meetings with the goal of connecting them to sourcing managers and/or lines of business if their offering meets TD's needs and requirements.

Tail Spend: TD is currently working on making it easier for a wider range of buyers across the bank to have online visibility and access to diverse and other small- and medium-sized approved vendors for their purchasing requirements.

COMMUNICATE AND CHAMPION ENGAGEMENT

TD communicates supplier diversity both internally and externally to build awareness and advance the ecosystem for supplier diversity.

Overcoming Challenges: TD is a large organization with operations across Canada, the U.S. and abroad, and sourcing supports multiple lines of business based on their procurement and business requirements. It has taken time and effort to build communications strategies and materials, alongside steady engagement of champions, to increase awareness and support of supplier diversity across such a large organization.

To communicate supplier diversity internally and enhance awareness across the organization, TD has leveraged their intranet as well as an internal social networking platform, Connections, to share information and resources, some of which include a supplier diversity FAQ, supplier diversity postcard/brochure, links to webpages and more.

The Responsible Sourcing and Supplier Diversity team initially focused on engaging and developing champions among sourcing managers and vendor managers, and increasingly, across the lines of businesses, to build the program. Identifying and highlighting diverse suppliers that served their business needs, in addition to demonstrating how they could collaborate to build out diverse ecosystems, has helped expand the reach of supplier diversity across the organization.

Strengthening the Diverse Supplier Ecosystem

TD takes a holistic approach to its commitment to building social and economic inclusion. TD has been a longstanding supporter of the LGBT+ community, with over 160 LGBT+ community initiatives and 83 Pride festivals proudly supported across North America. In recognition of the differing needs of businesses in Canada, TD's commercial banking group has colleagues committed to different industry and demographic groups, including the LGBT+ community.

The Responsible Sourcing and Supplier Diversity team regularly collaborates with the commercial banking groups and developed targeted marketing materials on the value of becoming certified as a diverse supplier, available to all the groups for digital or print distribution through the internal Connections platform. By championing supplier diversity with LGBT+-owned and other diverse businesses, TD aims to enable inclusive business growth.

5.3 Program Management & Recognition

The Responsible Sourcing and Supplier Diversity team tracks both the number of certified diverse suppliers doing business with the bank, as well as dollars spent with diverse suppliers. They are increasingly engaging Tier 1 suppliers to report their spend with diverse suppliers. These key performance indicators, along with other information, are regularly reported with a scorecard to the Sourcing and Corporate Citizenship leadership teams.

The breadth and depth of their inclusive procurement processes, and commitment to continuously improving their program, has earned TD numerous accolades in supplier diversity.

TD was ranked in the Top 50 Companies for Diversity by Diversity Inc., and also received a National Business Inclusion Consortium Best-of-the-Best award based on supplier diversity practices.



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CGLCC Canada's LGBT+ Chamber of Commerce
229 Yonge Street, Suite 400 (416) 761-5151
Toronto, Ontario, Canada M5B 1N9 tourism@cglcc.ca

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