

Philanthropic organisations advancing equity, diversity and inclusion in the net-zero carbon economy in Canada

Christina E. Hoicka, Aline Coutinho, Yuxu Zhao & Jessica Conroy
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Philanthropic organisations advancing equity, diversity and inclusion in the net-zero carbon economy in Canada

A report prepared for the McConnell Foundation, Canada
Published June, 2022

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Executive Summary

Governments of all levels, businesses, and civil society organisations in Canada are committing or beginning to transition to a net zero carbon economy. The pathways of such transition are still uncertain, and there is nothing intrinsic to a net zero carbon economy that will ensure a more inclusive and fair future.

The McConnell Foundation is dedicated to supporting an equitable and inclusive transition to a net zero carbon economy, in an effort to promote a transition that will create socioeconomic opportunities for all Canadians and permanent residents in Canada. Nonetheless, little is known about what civil society organisations are engaging in the net zero carbon economy in the Canadian context, and what strategies they are setting in place to support an inclusive transition to a net zero carbon future. The McConnell Foundation strives to develop an internal framework for evaluating equity, diversity and inclusion (EDI) of its granting portfolio and provide ongoing support to improve EDI with partners. Additionally, it seeks to provide support to those who are currently marginalised or excluded from the transition to a net-zero carbon economy, as well as those who are most vulnerable to the impacts of climate change. This report is intended to address this gap, and to inform the McConnell Foundation's strategies to promote EDI in the net zero carbon economy.

This report presents the findings of empirical research that maps out the civil society organisations involved with the transition to a net zero carbon economy in Canada, and how they promote EDI in such transition.

Methodology

- The research relied on conducting a systematic review of literature to define EDI as it is operationalized in organisations and as it is being implemented in the net-zero carbon economy in Canada.
- A systematic review method was used to develop a baseline of organisations in the net-zero carbon economy.
- The websites of these organisations were analysed for EDI activities and whether they are serving specific equity seeking groups.
- The preliminary analysis was presented in a report and workshops to stakeholders who are promoting EDI in a net-zero carbon economy in Canada to gain feedback on the strategies that the McConnell Foundation can employ in support of their goal to advance EDI in the net-zero carbon economy in Canada.

Summary of Findings

1. There is a dearth of reports on the EDI dimensions of the net-zero carbon economy, particularly in Canada.
2. The research identified 456 organisations operating to advance the net-zero carbon economy in Canada. This baseline of organisations is not considered to be an accurate reflection of the population of organisations.

3. Initial analysis of this list of organisations found that the vast majority of organisations engaged in the net zero carbon economy in Canada do not appear to be led by equity seeking groups, approximately half are addressing equity seeking groups. Few organisations led by youth, Indigenous Peoples, racialized, immigrant, low-income, disability, seniors, and Northern and coastal communities were found in the net zero carbon economy landscape. It is unclear whether this is because there are few organisations in the net zero carbon economy led by equity seeking groups, or whether they are not often recognized or funded for the work that they do.

Summary of Recommendations

The research findings informed the the formulation of the following recommendations to develop an internal framework for evaluating EDI of a granting portfolio and provide ongoing support to improve EDI with partners; to provide support to those who are currently marginalised or excluded from the transition to a net-zero carbon economy, as well as those who are most vulnerable to the impacts of climate change.

The recommendations are based on the research conducted as well as preliminary feedback from McConnell Foundation Staff.

- **Scope:** The McConnell Foundation should address the scope on which equity seeking groups the Foundation would like to address, particularly for Youth, whose organizations are found to be ephemeral, and gender diversity, racialized, northern and coastal communities, seniors, immigrant and refugee, and low-income household led. This includes whether or not to include skilled trades and labour organisations as these address a cross-section of equity seeking groups. Specific recommendations of how to do this are contained in *Section 3.3 Feedback from Stakeholders*.
- **Conventional Led Organisations:** Address EDI activities in conventional led organisations by finding out more about whether they consider themselves conventional or stakeholder led and the types of activities they are engaging in, that may not be listed on their websites, and to gain more information about what EDI activities they would like to implement, and what is limiting them, and what would be needed to provide support or encouragement to enhance these. This can be done both with survey based research and qualitative research. There are strong recommendations from stakeholders consulted to address EDI in well-resourced organisations differently than organisations run by equity seeking groups, and to focus on transformative change, not check lists. Specific recommendations of how to do this are contained in *Section 3.3 Feedback from Stakeholders*.
- **Addressing Indigenous Communities and Peoples:** engage in decolonizing strategies in order to work directly with Indigenous groups and communities to co-create strategies of support that fit the context. There are several organisations, research projects and researchers in Canada that are taking decolonizing approaches to Indigenous rights holders' participation in the net zero carbon economy that McConnell or other philanthropic foundations can engage are suggested in this report.

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List of Abbreviations

EDI	Equity, diversity and inclusion
GHG	Greenhouse gases
NGO	Non-governmental organisation

1 Introduction

As governments increasingly commit to net zero targets, concerns are mounting about how inclusive a transition to a net zero low-carbon economy will be, and who are at a higher risk of being left out of accessing the benefits associated with a net zero carbon economy (MacArthur et al., 2020). Given this risk, the McConnell Foundation is committed to supporting an equitable and inclusive transition to a net zero carbon economy in Canada. The Foundation defines a net zero carbon economy as one in which

any remaining human-caused greenhouse gas emissions (GHGs) are balanced out by activities removing carbon from the atmosphere in a process known as carbon removal. First and foremost, human-caused emissions — like those from fossil-fuel production and its use in homes, transportation, farming, and industry — should be reduced as close to zero as possible. Any remaining GHGs would be balanced with an equivalent amount of carbon removal— for example, by restoring forests, or sequestering carbon in soil. (McConnell Foundation, 2021, p.1)

The McConnell Foundation has identified the need to build internal capacity to conduct equity, diversity and inclusion (EDI) evaluation of projects and organisations. The Foundation strives to develop an internal framework for evaluating EDI of its granting portfolio and provide ongoing support to improve EDI with partners. Additionally, it seeks to provide support to those who are currently marginalised or excluded from the transition to a net-zero carbon economy, as well as those who are most vulnerable to the impacts of climate change.

What exactly is “EDI”?

The acronym EDI has become a staple reference among organisations looking to improve the social representation in the composition of their staff across all ranks, to ensure the fair distribution of opportunities and access to benefits associated with organisational practices and activities, and to foster an environment in which all skills and experiences are validated, and each individual’s contributions are properly recognized.

Equity refers to a process of removal of systemic barriers and biases that hinder the access to equal opportunities and benefits.

Diversity refers to the composition of teams and a workplace that is representative of a wide range of races, ethnicities, genders, disabilities, sexual orientations, religions, age, socioeconomic backgrounds, and other identity factors.

Inclusion refers to the practice of ensuring all individuals are valued and respected for their respective contributions and skills set, and integrated in a meaningful way throughout decision-making and design processes.

It is important to note that some organisations use the EDI reference in conjunction with other concepts, such as:

Justice refers to the fair, morally right, and impartial treatment to all individuals (some organisations

use the JEDI acronym)

Accessibility refers to the adjustment of practices, systems, products, and even infrastructure to different abilities and body types (some organisations use the EDIA acronym)

Decolonization refers to creating the space and support for non-Western traditions, knowledge, and perspectives (some organisations use the EDID acronym)

Intersectionality is both a theory and an analytical concept that refers to the multiple and combined identities a person holds, which ultimately shape their experiences and life chances. Intersectionality thus offers a powerful frame to investigate the challenges and barriers people face, and how systems, procedures, and institutions impact people differently, depending on their combined identities.

Sources: Coutinho, (n.d.); Coutinho et al. (2020).

To achieve this goal, the McConnell Foundation approached Dr. Hoicka, who assembled and led a diverse team of researchers, to provide evidence-based guidance that can inform the Foundation's intent to increase their engagement with, and support, through grants and investments, underrepresented and equity-seeking groups, and vulnerable communities in Canada. These groups and communities may include, but are not limited to, racialized groups, Indigenous communities, youth, immigrants and newcomer status, women, gender nonconforming, and non-binary individuals (all three referred to as gender diversity, hereafter), remote and Northern communities, and low-income households.

1.1 Scope of report

The McConnell Foundation requested research and strategic advice on the following:

1. Conduct research on the current status of EDI amongst organisations (e.g. groups, associations, and not-for-profit organisations) supporting a transition to net zero carbon economy in Canada, to determine a baseline for the work at the Foundation;
2. Based on this research and conversation with Foundation staff, provide recommendations to the Foundation based on best practices (including from United States or international charitable foundations) to increase EDI in the Foundation's granting and practices (e.g. participatory evaluation);
3. Help identify new areas for granting (e.g. local community energy projects) and new organisations and sectors needed to be engaged in the net zero carbon economy;
4. Provide recommendations to the Foundation for collecting data to assessing the Foundation's progress towards increasing EDI in the Foundation's grants and investments (impact measures and evaluation);
5. Provide recommendations and resources directly to major grantees and projects supported by the Foundation to increase EDI as needed.

2. Methodology

The research was conducted in three stages as outlined in Figure 1: Preliminary Analysis, Stakeholder Feedback and Findings.



Figure 1: Outline of Research Activities

2.1 Stage 1: Preliminary Analysis

The preliminary analysis consisted of two strands of analysis. The first strand was to develop a working definition of EDI in practice. The second strand was to develop a baseline list of organisations in the net zero carbon economy in Canada.

2.1.1 Defining Equity, Diversity and Inclusion in Practice

Our working definition of equity, diversity and inclusion (EDI), and how we operationalize it in practice, was established through a systematic literature review of frameworks, grey literature and academic scholarship on the implementation of EDI in the net zero carbon economy. The annotated bibliography provides insights into how EDI is defined and operationalized in practice, and was used to inform the assessment of EDI activities in organisations engaging in the net zero carbon economy in Canada. In order to understand the range of EDI strategies organisations could undertake, the systematic review included EDI strategies applied in practice in organisations that may not be part of the net zero carbon economy, with a particular focus on philanthropic funders. This resulted in an annotated bibliography that defined EDI activities that organisations could take in practice. The full list of papers and reports examined is in Appendix A and should be consulted carefully when using this report.

2.1.2 Baseline list of Organisations in the Net Zero Carbon Economy in Canada

A systematic mapping exercise was used to develop a baseline list of organisations in the net zero carbon economy in Canada (the full methodology is found in Appendix B). The scope of types of organisations included in the list were those that could be funded by philanthropic foundations, as well as sectors of interest defined by the McConnell Foundation. The sectors that McConnell Foundation was interested in analysing were energy, transportation, agriculture and financial sectors. Organisations that did not fit the McConnell Foundation's funding scope were removed. Therefore, labour organisations, research organisations, political parties, local governments, businesses were excluded from analysis. During the analysis, a broader sector of *Environment / Sustainability / Conservation / Biodiversity* and *Climate Change* emerged as key sectors in the transition to the net zero carbon economy in Canada.

Five directories were used to identify organisations:

1. Members of Canada Climate Action Network (Canada Climate Action Network, 2021)
2. The list of environmental organisations in Canada (Wikipedia, 2021)
3. Members of Environment Funders Canada (Environment Funders Canada, 2021), followed by searches of their websites of grantees for energy and environment funding.
4. Environment and Climate Change Canada funding programs (Environment and Climate Change Canada, 2021)
5. Youth Environment Organisations Database (McConnell Foundation, n.d.)

It is critical to note that the initial organisations that were identified as they were part of a network, recognized on publicly edited Wikipedia, or funded by a Canadian philanthropy foundation and Government, and fit the sectors of analysis. Organisations supporting the transition to the net zero carbon economy that were not recognized in these ways or not funded by philanthropic organisations may have not been included in the initial sample.

Table 1: Sectors of Analysis

Category	Keywords/Examples
Energy	Energy; renewable energy; energy efficiency; fossil fuel transition; énergie; énergie renouvelable; efficacité énergétique; combustibles fossiles;
Transportation	Transportation; mobility; freight; aviation; rail; vehicles; transport; mobilité; voitures; bicyclette; avion; cargaison
Agriculture	Agriculture; food; nourriture;
Financial	Financial; financière; financier
Other	Must be somehow related to net zero carbon economy. Additional categories of “Environment / Sustainability / Conservation / Biodiversity” and “Climate change” emerged

2.1.3 Equity, Diversity and Inclusion Analysis of Organisations in Net Zero Carbon Economy in Canada

The baseline list of organisations involved in the net zero carbon economy in Canada was then analysed for EDI activities that were identified by the systematic review. As only the organisation’s website was reviewed for materials relevant to EDI and claims were not verified, the analysis of the organisations for EDI activities offers only a preliminary snapshot. Therefore, the EDI analysis of organisations should be viewed as a first step only, and not necessarily representative of what organisations are practising.

Website information checked for EDI activities

1. About/Vision/Mission section (for commitments or activities that support marginalised communities and equity seeking groups identified in Table 1)
2. Our Work/What We Do sections (for EDI activities such as community supports like employment support, engagement, training, monetary support or other)
3. Hiring/work for us section (for a statement on staff representation or practices for hiring stakeholders of interest)
4. Publications/news releases section by title scanning for what could connect to EDI (for commitments, support of communities, internal activities)
5. Partners page (to see if the organisation has partnerships or engagement with communities or other community organisations involving stakeholders of interest; and whether they are signatories to any EDI initiatives)
6. Engagement pages such as surveys, events, etc. (for engagement work the organisation is doing with stakeholders of interest)

8. Resources section (for EDI resources/public outreach work involving stakeholders of interest/reports of EDI activities).
9. Donate section (to see if there is an explanation of where donations go. This can help determine if grants are provided to communities with stakeholders of interest, etc.)
10. Data reporting/breakdown or infographic on EDI activities in the organisation (for internal activities)
11. Any other website sections that might provide helpful information.

The McConnell Foundation requested that the analysis of organisations address stakeholders from specific equity seeking groups (Table 2). The selected categories reflect socioeconomic identity factors, such as gender, age, race, economic status, place of residence, newcomer status, and other factors that don't fall within these more established categories. As the analysis progressed, two additional categories emerged and were added ("Seniors" and "Disability Community").

Table 2: Stakeholders of Interest

Category	Keywords/Examples
Gender Diversity	Women; girls; female; gender; nonbinary; transgender; trans; filles; femmes; genre;
Youth	Youth; young people; children; kids; teens; students; jeunes; jeunesse; enfants; des gamins; adolescents; adolescentes; étudiants; étudiantes
Racialized Communities	Racialized; Black; Visible minority; BIPOC; People of Colour; minorité; racialisé;
Northern and Coastal Communities	Northern communities; coastal communities; Yukon, Northwest Territories, Nunavut, Arctic; flood prone communities/areas; collectivités nordiques; Territoires du nord-ouest; zones côtières; Arctique;
Indigenous Peoples	Indigenous; First Nations; Inuit; Metis; BIPOC; elder; Aboriginal; native; indigène; premières nations;
Immigrant/Refugee	Immigrants; Refugees; newcomers; specific immigrant communities such as Jamaican Canadians; les immigrants; réfugiées; réfugiés;
Low-Income Households	Low income; poverty; faible revenu
Other	Additional Categories of "Disabled Community" and "Seniors" added

2.1.3.1 Organisational Leadership

One important dimension of EDI analysis is the leadership profile of the organisation (Henry et al., 2017). Some organisations are not governed by members of equity-seeking groups, but still engage with the transition to a net zero carbon economy. The report categorises these organisations as *conventional organisations*. These organisations may be implementing EDI strategies within their organisation and

providing support to specific equity-seeking groups and communities, although the body of governance is not representative of such a group and community. These organisations may only be considering implementing strategies in place to improve EDI, or may not have any at all. Alternatively, an organisation might cater to a specific equity seeking group while being governed and led by members of such groups (an illustrative case is Indigenous Climate Action, led by Indigenous people). This report categorises these organisations as *stakeholder-led*.

The analysis therefore identifies whether organisations that engage with the transition to a net zero carbon economy, are governed by members of equity-seeking groups or not by labelling organisations as conventional led or stakeholder led. It is critical to note, though, that as the analysis relied on web searches, stakeholder-led organisations were identified by whether the organisation explicitly stated in their website that they are led by specific stakeholders of interest. For example, the organisation “Climate Strike Canada,” in their About section of their website states that “Climate Strike Canada is a network of hundreds of students, young people, activists, and allies, connecting youth climate justice organising from coast to coast” and therefore was identified as stakeholder of interest led (youth). Organisations that did not make an explicit claim were analysed as conventional led.

2.1.4 Preliminary Report

A preliminary report presented the detailed methodology and results of the annotated bibliography and the development of the baseline of organisations, and presented quantitative analysis of what sector(s) the organisations were involved in, and a preliminary analysis of what EDI activities the organisations were undertaking.

2.2 Stage 2: Stakeholder Feedback

To inform McConnell Foundation’s efforts to evaluate EDI of its granting portfolio and provide ongoing support to improve EDI with partners, the second stage of analysis was to receive feedback on the preliminary report from relevant stakeholders. In this stage of the research, the preliminary report was sent to the research participants, and they were asked to read the report, fill out a pre-workshop survey, participate in a workshop, and, if necessary, fill in a post-workshop survey. The informed consent form and questions are all provided in Appendix D and E.

The stakeholder participants were identified by the McConnell Foundation. Eleven stakeholders were invited to workshops, of which seven attended a workshop (two workshops were given on two days, with four and three participants). Five pre-workshop and four post workshop surveys were filled. Workshop invitees were from a cross-section of environmental, academic, energy, and health sectors from organisations such as social enterprises, charities, not-for profits, accelerators, universities and hospitals. All were working in some capacity in the net-zero carbon economy. As such, the stakeholders represented organisations involved in a range of EDI activities in the net zero carbon economy in Canada and are representative of sectors and types of organisations represented in the baseline.

The rationale of these surveys and workshops was to gather feedback on the methodology and findings of the annotated bibliography and baseline presented in the preliminary report. The workshop presented the

preliminary findings from the report, quantitative analyses of the baseline of organisations. Feedback was sought from participants to:

- Validate the conceptualization and operationalization of EDI that was presented in the annotated bibliography;
- Validate the small sample of reports addressing EDI in the net zero carbon economy in Canada and globally that were presented in the annotated bibliography;
- Validate the systematic approach and findings to produce a baseline of organisations for the analysis of EDI in the net zero carbon economy;
- Provide reactions to the preliminary findings to inform the McConnell Foundation's efforts to advance EDI in its granting portfolio and provide ongoing support to improve EDI with partners.

Specifically, when presented the report and workshop findings, participants were asked, both in the survey and the workshop:

1. *Are there any other categories of EDI strategies that should be considered in the report analysis?*
2. *Are any organisations missing from our systematic review? (in response to organisations run by specific equity seeking groups)*
3. *Based on the findings, what are some strategies McConnell Foundation should consider for their internal framework for evaluating EDI of its granting portfolio and provide ongoing support to improve EDI with partners?*
4. *The McConnell Foundation seeks to provide support to those who are currently marginalised or excluded from the transition to a net-zero carbon economy, as well as those who are most vulnerable to the impacts of climate change. How can this analysis inform the McConnell Foundation's efforts to evaluate EDI of its granting portfolio and provide ongoing support to improve EDI with partners?*
5. *Do you foresee any barriers that the McConnell Foundation should be aware of?*
6. *Do you have any additional feedback for the report?*

2.3 Stage 3: Findings and Recommendations

The findings are presented as a sequential mixed methods approach, where the quantitative findings presented in the preliminary report and workshop were interpreted and analysed through qualitative feedback in response to the objectives of the research. The findings presented are the result of the interpretation of findings by the stakeholder participants. The methods and results are presented as a synthesis of the stages of research.

3. Results

3.1 Strategies for Equity, Diversity and Inclusion

3.1.1 Annotated Bibliography

Prior to the workshops, only 64 reports, summarised in Table 3, were found, of which only 10 address EDI in the net zero carbon economy in Canada (See: *Canada-specific reports and frameworks about EDI in net zero carbon economy*). A full list of the 64 reports, with summaries of each report as well as an EDI summary table analysing the sectors each report covers, the stakeholders of interest, types of EDI addressed and context is outlined in detail in Appendix A. Some reports were identified through the McConnell Foundation, others were identified by Dr. Hoicka's experience in the area, some were identified through google searches (details specified in Appendix A). We received expert feedback from Dr. Aline Coutinho on a draft dated July 31, 2021 and incorporated her comments into this new draft. With the annotated bibliography complete, the next step was to employ the analysis to provide working definitions of EDI, and come up with a methodology to search for EDI in the baseline of net zero carbon economy. The categories outlined in Table 3 were determined based on the scope of work. All of the reports counted in Table 3 are analysed in greater detail in Appendix A.

Most of the reports that were found have been produced by non-governmental organisations (NGOs). Two have been produced by the federal government, and only one peer-reviewed publication. These findings are indicative of the need to promote:

1. Canada-specific research evidence and frameworks to guide the work of civil society organisations and policymakers to ensure that the transition to a net zero carbon economy is more inclusive and equitable;
2. A more balanced contribution from NGOs, governments, and academia to the issue of EDI in the net zero carbon economy. This would elevate different institutional perspectives into the public debate, complementing and informing the work and efforts of one another.

Table 3: Summary of reports and peer-reviewed papers about EDI and net zero carbon economy

Category	Frequency
Grey Literature	
Reports and Frameworks Outside of Canada about EDI in net zero carbon economy	13
Reports and Frameworks in Canada about EDI in net zero carbon economy	10
Academic Literature	
Background academic literature on EDI in net zero carbon economy outside of Canada	18
Background academic literature on EDI in net zero carbon economy in Canada	1

EDI strategies identified in reports		
Types of EDI	EDI commitments or targets	7
	Supporting marginalised communities/organisations directly	14
	EDI activities internal to organisations	23
How Funding and Philanthropy can support EDI		16
Total number of reports¹		64

Workshop participants validated the initial findings that there is a dearth of reports on EDI in the net zero carbon economy, particularly in Canada. The new material they provided would alter the scope of the baseline of selected organisations and analysis, as they included materials for labour as well as for structural change that are discussed in more detail further on in results.

Canada- specific reports and frameworks about EDI in net zero carbon economy

1. Alook, A., Hill, N. and Hussey, I. (2017). Seeking “good jobs” in the oil patch: how gender and race shape experiences of work in Alberta’s extractive industries. *CCPA Monitor*, 24(4). 28–32.
<https://www.policyalternatives.ca/publications/monitor/seeking-%E2%80%9Cgood-jobs%E2%80%9D-oil-patch>
2. Electricity Human Resources Canada (2017) Leadership Accord on Diversity, Equity and Inclusion. <https://electricityhr.ca/workplace-solutions/diversity-inclusion/leadership-accord-on-diversity-equity-and-inclusion/>
3. Generation Energy Council (2018). Canada’s Energy Transition: Getting to our energy future, together.
https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/energy/CouncilReport_june27_English_Web.pdf
4. Government of Canada (2018). Just Transition Task Force.
https://www.canada.ca/en/environment-climate-change/news/2018/02/just_transition_task_force.html
5. Mertins-Kirkwood, H. (2018). Making Decarbonization Work for Workers: Policies for a Just Transition to a Zero-Carbon Economy in Canada. Canadian Centre for Policy Alternatives, Ottawa, Canada.
<https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2018/01/Making%20Decarbonization%20Work.pdf>
6. MacArthur, J. L., Hoicka, C. E., Castleden, H., Das, R., & Lieu, J. (2020). Canada's Green New Deal: Forging the socio-political foundations of climate resilient infrastructure?. *Energy Research & Social Science*, 65, 101442. <https://doi.org/10.1016/j.erss.2020.101442>

¹ Since some reports and papers belong to multiple categories, the total is less than the sum of reports and papers in six categories.

7. Indigenous Climate Action. (2021). Decolonizing Climate Policy in Canada Phase 1 Report.
https://static1.squarespace.com/static/5e8e4b5ae8628564ab4bc44c/t/6061cb5926611066ba64a953/1617021791071/pcf_critique_FINAL.pdf
8. International Institute for Sustainable Development (2021). Building Momentum for a Just Transition in Canada: perspectives from civil society.
<https://www.iisd.org/system/files/2021-04/building-just-transition-canada-civil-society.pdf>
9. Holden, M., Planincic, A., & Kelso, D. (2021). Silent crisis: Trends and challenges facing Alberta’s displaced workers. Business Council of Alberta Background Paper.
https://www.businesscouncilab.com/wp-content/uploads/2021/09/BCA_Silent-Crisis-Trends-and-Challenges-Facing-Albertas-Workers-FINAL.pdf
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<https://www.pembina.org/reports/2021-10-14-womeninalbertasenergytransition-pembina.pdf>
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The annotated bibliography allowed the identification of important organisational strategies to advance EDI in the net zero carbon economy. There are three main categories of EDI activities identified in the annotated bibliography. The first category refers to signals that an organisation is committed to advancing EDI or that it carries out efforts to improve EDI awareness of the broader public. The second category involves active organisational efforts to provide support to beneficiaries deemed in need of help. And finally, the third category of EDI activities involves efforts by the organisation to become itself more equitable, diverse and inclusive.

3.1.1.1. Equity, Diversity and Inclusion Commitments, Targets, and Goals

This first category of EDI activities refers to a set of organisational efforts that signal that the organisation is committed to advancing EDI and to improve general understanding about EDI. As such, this first category is more about expressing commitments and raising general understanding about EDI than actual organisational or systems change. There are two subsets of activities that fall under this category:

Commitments or targets. This refers to when an organisation commits to take action to diversify its ranks or to enhance the broader public’s understanding of what EDI is in an organisational setting (Bearman et al., 2010). Examples are commitments to increasing diversity, commitments to promote EDI,

commitments to include more stakeholders of interest, commitments to inclusivity, and mission statements to promote EDI.

Resource compilation, awareness campaigns and advocacy. This subset of activities involves efforts to aggregate resources that can be used by the general public. It also includes campaigns to raise awareness of EDI issues in the net zero carbon economy. Examples are databases that overview EDI initiatives or documents that provide a number of links to EDI reports (McKay, 2012).

3.1.1.2. Direct support to marginalised communities/organisations

This second category of EDI activities refers to active measures from the organisation to provide support to communities or other organisations. These activities go beyond signalling organisational intent or building awareness of the importance of advancing EDI. Rather, they involve direct interventions on what is perceived in need of support or change. It also involves two-way relationships in the form of direct engagement. The following are six main subcategories of direct support.

Monetary and in-kind support. This subcategory refers to efforts to design funding and grantmaking strategies to improve access to economic resources by equity-seeking groups. An example is the provision of grants, subsidies, funding, and income security to equity-seeking communities and organisations (Scott, 2017).

Training. This subtype of activity refers to when an organisation provides or supports training and skills development to equity-seeking communities. An example is investing in apprenticeships programs that will develop an inclusive workforce for the net-zero carbon economy (Mertins-Kirkwood, 2018).

Employment/entrepreneurship supports. This refers to when an organisation carries out efforts to connect members of equity-seeking groups to employment and entrepreneurship opportunities. An example is the provision of web-based information tools that can be used by members of equity-seeking groups to identify employment opportunities (Botta, 2019).

Physical support or efforts. This involves initiatives and efforts to improve inhabitable environments, particularly to ensure they can be broadly enjoyed by diverse communities (EPA, 2013). Examples are cleaning up environmental damage, site remediation and restoration, tree planting and creating gardens (EPA, 2013).

Community engagement and participatory action. This subtype of activities involves efforts to consult equity-seeking groups or to facilitate the participation of equity-seeking groups and organisations in the development of programs and initiatives (Mundaca et al., 2018). Examples include the participatory design of projects and programs, partnerships with equity-seeking organisations, partnerships with organisations run by stakeholders of interest, and the creation of participatory processes that would allow equity-seeking groups to take a more active role in decision-making (Clohesy et al., 2019). Participatory design is an approach to design that attempts to meaningfully engage stakeholders throughout the design process, from idea generation to knowledge development. Participatory design is often used interchangeably with co-design and co-development design (DiSalvo et al., 2012). There are, however, those who differentiate these terms where participatory design simply means creating opportunities for

more input in design stages whilst co-design or co-development refers to an approach of treating stakeholders as equal partners with equal say in decision-making in respect to project goals and outcomes, which involves building community capacity (Goodyear-Smith et al., 2015). There is no one-size-fits-all participatory design.

Other community supports/general supports. This refers to activities that have appeared occasionally in the analysis of baseline organisations. Other supports include supporting workers, families or the wider community, (re)distributing benefits to community, maximising benefits to workers, enhancing social security programs and creating a platform to support changemakers.

3.1.1.3. EDI activities internal to the organisation

This third category of EDI activities refers to organisational efforts to change some aspects of the organisation itself in a way that makes it more diverse or inclusive. Seven main subtypes of EDI activities internal to the organisation were identified:

EDI in the recruitment process. Efforts to incorporate EDI in the hiring processes. Examples are the targeted recruitment of stakeholders of interest and the development of diversity hiring policies (Tamtik and Guenter, 2019).

Representation. This subtype refers to when an organisation tries to increase the social representation of a wide range of identity factors in the member composition of all ranks in an organisation (Azevedo et al., 2021). An example includes an attempt to increase the number of racialized members in a board of directors.

EDI training. This involves efforts to provide employees within the organisation with training opportunities to increase awareness of workplace rights, build capacity to advocate against workplace bullying, and raise general awareness of EDI. Examples include hosting capacity building workshops and trainings on gender and climate change, building human resource EDI capacity and creating a forum to the discussion of racial equity goals (Electricity Human Resources Canada, 2020; Saget et al., 2020).

EDI data tracking, reporting and evaluating. Efforts to build a data structure that would allow the monitoring, reporting, and assessment of EDI activities, goals, and initiatives (Yu et al., 2013). An example is the implementation of an organisational EDI census to evaluate the diversity of a workplace team.

Gender budgeting and/or mainstreaming. Gender budgeting are efforts to incorporate a gender perspective in all the levels and stages of the budgetary process, such as gender-based assessment of budgets and reallocate revenues and expenditures to improve gender equality (Downes et al., 2017). Gender mainstreaming are efforts to (re)organise, improve, develop, and evaluate the policy processes from a gender equality perspective (Downes et al., 2017).

Land/Territorial acknowledgement. This refers to when an organisation acknowledges the colonial history of the land on which it is based by acknowledging the traditional lands that they are on, and whether unceded or covered by a treaty.

Creation of EDI committee. This refers to the constitution of in-house committees to survey, implement, and monitor EDI organisational strategies.

The following table was used to analyse organisational websites for EDI activities.

Table 4: Types of EDI Activities Searched for on Baseline Organisation Websites

Category	Definition
EDI commitments, targets, goals	
Commitments or targets	Efforts to mobilise greater commitment among organisations to take action on diversity and enhance both the knowledge base and data methodologies available for understanding EDI in organisation work (Bearman et al., 2010). Examples are commitments to increasing diversity, commitments to promote EDI, commitments to include more stakeholders of interest, commitments to inclusivity, and mission statements to promote EDI.
Resource compilation, awareness and advocacy campaigns	Efforts to aggregate resources that can be used by the general public, and campaigns to raise awareness of EDI issues in the net zero carbon economy. Examples are databases that overview EDI initiatives or documents that provide a number of links to EDI reports (McKay, 2012).
Direct support to marginalised communities/organisations	
Monetary and in-kind support	Efforts to design funding and grantmaking strategies to improve access to economic resources by equity-seeking groups. An example is the provision of grants, subsidies, funding, and income security to equity-seeking communities and organisations (Scott, 2017).
Training	Efforts to provide training and skills development to equity-seeking communities. An example is investing in apprenticeships (Mertins-Kirkwood, 2018).
Employment/ entrepreneurship support	Efforts to connect members of equity-seeking groups to employment and entrepreneurship opportunities. An example is the provision of web-based information tools that can be used by members of equity-seeking groups to identify employment opportunities (Botta, 2019).
Physical support/efforts	Efforts to improve inhabitable environments, particularly to ensure they can be broadly enjoyed by diverse communities (EPA, 2013). Examples are cleaning up environmental damage, site remediation and restoration, tree planting and creating gardens (EPA, 2013).
Community engagement and participatory action	Efforts to consult equity-seeking groups or to facilitate the participation of equity-seeking groups and organisations in the development of programs and initiatives (Mundaca et al., 2018). Examples include the co-design and co-development of projects and programs, partnerships with equity-seeking organisations, partnerships with organisations run by stakeholders of interest, and the creation of participatory processes that would allow equity-seeking groups to take a more active role in decision-making (Clohesy et al., 2019).

Other community supports/ general support (Emergent)	Other supports include supporting workers, families or the wider community, (re)distributing benefits to community, maximising benefits to workers, enhancing social security programs and creating a platform to support changemakers.
EDI activities internal to the organisation	
EDI in recruitment processes	Efforts to incorporate EDI in the hiring processes. Examples are the targeted recruitment of stakeholders of interest and the development of diversity hiring policies (Tamtik and Guenter, 2019).
Representation	Efforts to increase the social representation of a wide range of identity factors in the member composition of all ranks in an organisation (Azevedo et al., 2021). An example includes an attempt to increase the number of racialized members in a board of directors.
EDI training	Efforts to provide employees with training opportunities to increase awareness of workplace rights, build capacity to advocate against workplace bullying, and raise general awareness of EDI. Examples include hosting capacity building workshops and trainings on gender and climate change, building human resource EDI capacity and creating a forum to the discussion of racial equity goals (Electricity Human Resources Canada, 2020; Saget et al., 2020).
EDI data tracking, reporting and evaluating	Efforts to build a data structure that would allow the monitoring, reporting, and assessment of EDI activities, goals, and initiatives (Yu et al., 2013). An example is the implementation of an organisational EDI census to evaluate the diversity of workplace team composition,
Gender budgeting and/or gender mainstreaming	Gender budgeting are efforts to incorporate a gender perspective in all the levels and stages of the budgetary process, such as gender-based assessment of budgets and reallocate revenues and expenditures to improve gender equality (Downes et al., 2017). Gender mainstreaming are efforts to (re)organise, improve, develop, and evaluate the policy processes from a gender equality perspective (Downes et al., 2017).
Land/ Territorial Acknowledgement	Implementation of land acknowledgement practices
Creation of EDI committee	Constitution of in-house committees to survey, implement, and monitor EDI organisational strategies

3.2 Baseline of Organisations Supporting a Transition to the Net Zero Carbon Economy in Canada

The initial analysis found 419 organisations in the net zero carbon economy in Canada (the full list is found in Appendix C). The feedback received from study participants helped to identify an additional 37 stakeholder led organisations, for a total of 456 organisations identified in Canada that are supporting a transition to a net zero carbon economy. It is important to note that due to the ephemeral nature of youth led organisations, these organisations were not updated.

3.2.1 Sectors

The majority of organisations, approximately 59% of them, operate in the broadly defined environment/sustainability/conservation/biodiversity sector. The other two significant sectors are energy and climate change, with 20% and 15% of organisations, respectively. Only around 7% and 3% of organisations address transport and finance sectors (Table 5).

In order to address the net zero carbon economy, the Foundation should be aware that in the environmental sector in Canada, there are fewer organisations that are addressing energy and climate change than addressing general environmental concerns.

Table 5: Distribution of organisations in sectors

Sectors	Frequency N = 456 (N = 419)	Percentage
Environment / Sustainability / Conservation / Biodiversity	271 (267)	59.4% (63.2%)
Energy	95 (81)	20.8 % (19.2%)
Climate change	71 (55)	15.5% (13%)
Agriculture	42 (42)	9.2% (9.9%)
Transportation	32 (30)	7% (7.1%)
Finance	13 (11)	2.8% (2.6%)
Other	62 (41)	13.6% (9.7%)

Note: numbers in parentheses refer to analysis conducted using the baseline list of organisations prior to the workshop.

3.2.2 Organisational Leadership

The baseline analysis found that 348 organisations, approximately 82%, are *conventional stakeholder led*. The remaining organisations are stakeholder led, led by members of equity-seeking groups (Table 6). Of concern was that the initial analysis found only 5 gender diversity, 2 Northern and coastal communities, 2 seniors, 1 racialized, 1 immigrant/refugee, and no low-income households led organisations operating in the net zero carbon economy in Canada. During the workshops, study participants identified some additional stakeholder led organisations, but the numbers remain very low. There are two viable explanations for this: 1) stakeholder led organisations may be operating in the net zero carbon economy, but their work is not recognized as such, and 2) the search methodologies employed are inadequate to identify stakeholder led organisations.

Table 6: Organisational Leadership in the Net Zero Carbon Economy in Canada

Who is leading		Frequency	Percentage
Conventional stakeholder led		348 (347)	76.3% (82.8%)
Stakeholder of interest led	Youth	40*	8.7% (9.5%)
	Indigenous Peoples	32 (17)	7% (4%)
	Gender Diversity	14 (5)	3% (1.2%)
	Northern and coastal communities	2	0.4% (0.4%)
	Seniors	6 (2)	1.3% (0.4%)
	Racialized communities	5 (1)	1.1% (0.2%)
	Immigrant / Refugee	3 (1)	0.6% (0.2%)
	Low-income households	2 (0)	0.4% (0)
Undefined		11	2.4 (2.6)

* Due to the ephemeral characteristic of Youth-led organisations, this statistic was not updated based on participant feedback.

3.2.3 Equity, Diversity and Inclusion Activities

The EDI analysis was conducted only for the initial sample of 419 organisations. Across all organisations, EDI activities focus on outward facing activities, such as commitments or targets, training and education and community engagement and participatory action. The category with the least activity are those internal to the organisation. These results were gleaned from the websites of organisations, and may not be representative of activities that are implemented or under development. On the other hand, when organisations are pursuing EDI activities, these tend to be something an organisation would communicate publicly.

Table 7: Equity, Diversity and Inclusion Activities Across Original Baseline of Organisations (n=419)

Types of EDI		Frequency	Percentage of organisations
Commitments or targets	Commitments or targets	180	42.6
	Resource compilation for public use and awareness campaigns	149	35.3
Support marginalised communities / organisations directly	Monetary support	71	16.8
	Training and Education	238	56.4
	Community engagement / participatory action	262	62
	Employment support	54	12.7
	Physical support / efforts	35	8.3
	Other community supports	14	3.3
EDI activities internal to the organisation	Recruitment processes	42	9.9
	Substantive representation	60	14.2
	Training	18	4.2
	Data tracking, reporting, evaluating	6	10.4
	Gender budgeting / Gender Mainstreaming	2	0.4
	Land/Territorial acknowledgement	7	1.6
	Creation of EDI committee	4	0.9
	Other EDI Activities internal to organisation	3	0.7

3.2.4 Organisational Leadership across Sectors

When the sectors were analysed by who is leading, whether conventional or stakeholder of interest led, the findings indicate that organisations led by Indigenous people are more often leading in areas of energy (41.1%) and climate change (11.7%), than other stakeholder communities, whereas conventional stakeholder led organisations are predominantly operating in the environmental sector (66.8%).

Table 8: Sectors and Organisational Leadership (%)

Who is leading	Environment ...	Energy	Climate Change	Agriculture	Transportation	Finance	Other Sector
Conventional stakeholder led (n = 347)	66.8	18.7	11.2	11.2	8.3	2.8	8.9
Stakeholder of interest led							
Youth (n = 40)	55	20	25	0	2.5	0	12.5
Indigenous Peoples (n = 17)	52.9	41.1	11.7	5.8	0	5.8	47
Racialized communities (n = 1)	100	0	0	0	0	0	0
Gender Diversity (n = 5)	20	20	40	20	20	20	0
Low-income households (n = 0)	0	0	0	0	0	0	0
Immigrant / Refugee (n = 1)	100	0	0	0	0	0	0
Northern and coastal communities (n = 2)	50	100	50	0	0	0	50
Disabled community (n = 0)	0	0	0	0	0	0	0
Seniors (n = 2)	0	0	100	0	0	0	0
Other stakeholder of interest (n = 11)	45.5	27.7	9	18.1	0	0	18.1

3.2.5 Equity, Diversity and Inclusion Activities by Sector

When analysing EDI activities by sector, although the number of organisations operating in different sectors vary widely, there appears to be some degree of similarity of EDI activities across sectors. The four most common types of EDI activities across all sectors, though with significant variation, are: i) commitments or targets, ii) resource compilation for public use and awareness campaigns, iii) training and education, iv) community engagement/participatory action. Of the organisations operating in the environment sector, 40.8% have explicitly set commitments or targets, 37.5% have compiled resources for public use and awareness campaigns, 61.4% have claimed to carry out training or education initiatives, and so on.

Table 9: Percentage organisations conducting different EDI activities, by sector

Types of EDI Activities	Environment (n = 267)	Energy (n = 81)	Climate Change (n = 55)	Agriculture (n = 42)	Transportation (n = 30)	Finance (n = 11)	Other sector (n = 41)
Commitments or targets							
Commitments or targets	40.8	41.9	45.4	47.6	56.6	72.7	48.7
Resource compilation for public use and awareness campaigns	37.8	28.3	36.3	30.9	30	45.4	34.1
Support marginalised communities / organisations directly							
Monetary support	20.2	12.3	9	16.6	13.3	18.1	17.7
Training and Education	61.4	46.9	47.2	71.4	43.3	36.3	48.7
Community engagement / participatory action	68.5	46.9	56.3	54.7	53.3	27.2	65.8
Employment support	13.1	17.2	7.2	16.6	6.6	18.1	19.5
Physical support / efforts	8.6	3.7	5.4	21.2	3.3	0	19.5
Other community supports	4.1	0	0	4.7	13.3	0	4.8
EDI activities internal to the organisation							
Recruitment processes	11.9	6.1	14.5	9.5	10	9	4.8
Substantive representation	14.2	9.8	25.4	14.2	10	18.1	9.7
Training	3.7	7.4	5.4	4.7	10	9	2.4
Data tracking, reporting, evaluating	0.7	1.2	1.8	2.3	3.3	9	2.4
Gender budgeting / Gender Mainstreaming	0.3	0	1.8	0	0	0	0
Land / Territorial Acknowledgment	2.2	1.2	0	0	0	0	2.4
Creation of EDI committee	1.1	0	0	2.3	0	0	0
Other EDI Activities internal to organisation	0.7	0	0	0	3.3	0	0

3.2.6 Stakeholders Addressed by Organisational Leadership

When considering the stakeholders being addressed by organisational leadership, the findings are mixed in part due to the small number of stakeholder led organisations being analysed. It should be noted that the data presented in Table 10 uses data collected prior to the workshop based on the 419 organisations originally identified. The organisations led by Youth, Indigenous people and gender diversity are all addressing a range of equity seeking groups, demonstrating stakeholder led groups are concerned about intersectional issues. Conventional stakeholder-led organisations are also addressing equity seeking

groups, primarily addressing youth (67.4%) and Indigenous peoples (55.7%), followed by racialized communities (27.7%) and gender diverse stakeholders (21.4%).

Table 10: Stakeholders Addressed By Organisational Leadership

Who is leading	Stakeholders being Addressed									
	Youth	Indigenous Peoples	Racialized communities	Gender Diversity	Low-income households	Immigrant / Refugee	Northern and coastal communities	Disabled community	Seniors	Other stakeholder of interest
Conventional stakeholder led (n = 347)	67.4	55.7	27.7	21.4	14	11.8	9.9	7.7	4.7	11
Stakeholder of interest led										
Youth (n = 40)	100	37.5	30	20	7.5	10	7.5	5	2.5	5
Indigenous Peoples (n = 17)	58.8	76.4	11.7	23.5	5.8	5.8	29.4	11.7	0	0
Racialized communities (n = 1)	100	0	100	100	0	0	0	0	0	0
Gender Diversity (n = 5)	40	40	40	100	40	0	0	0	0	0
Immigrant / Refugee (n = 1)	100	100	0	100	0	100	0	0	0	0
Northern and coastal communities (n = 2)	50	50	0	0	0	0	100	0	0	0
Seniors (n = 2)	50	50	50	50	50	0	0	0	50	0

In Table 10, all percentages are calculated based on the total observations for each type of organisation. As such, the percentages reflect what each organisation led by a particular group address. For example, 100% of youth-led organisations address youth, 37.5% of youth-led organisations address Indigenous peoples, 30% address racialized communities and so on. Percentages must be interpreted with caution, given that the total number of organisations led by specific groups vary widely. It is also advisable to avoid comparisons between organisations with different leadership make-up given the low number of stakeholder led organisations.

3.2.7 Equity, Diversity and Inclusion activities by Organisational Leadership

When considering the stakeholders being addressed by organisational leadership, the findings are mixed in part due to the small number of stakeholder led organisations being analysed. It should be noted that the data presented in Table 11 uses data collected prior to the workshop based on the 419 organisations originally identified. These data show that both conventional and stakeholder of interest led organisations are engaging in EDI activities. It stands out that the vast majority of Indigenous led organisations are addressing training and education, community engagement and participatory action, and more than half are addressing employment support. More than half conventional stakeholder led organisations engage in training and education initiatives (51.8%) and in community engagement/participatory actions (57.6%). These also seem to be predominant activities at youth led organisations.

Table 11: EDI activities by Organisational Leadership

Types of EDI	Conventional stakeholder led (n = 347)	Stakeholder of interest led						
		Youth (n = 40)	Indigenous Peoples (n = 17)	Racialized communities (n = 1)	Gender Diversity (n = 5)	Immigrant / Refugee (n = 1)	Northern and coastal communities (n = 2)	Seniors (n = 2)
Commitments or targets								
Commitments or targets	42.3	50	29.4	0	40	100	50	0
Resource compilation for public use and awareness campaigns	33.4	40	70.5	100	40	100	0	0
Support marginalised communities / organisations directly								
Monetary support	17	10	29.4	0	0	0	50	0
Training and Education	51.8	80	94.1	0	60	100	50	50
Community engagement / participatory action	57.6	85	88.2	100	80	100	0	100
Employment support	10.9	15	58.8	0	0	0	50	0
Physical support / efforts	7.4	5	35.2	0	0	0	0	0
Other community supports	3.1	2.5	0	0	20	0	0	0
EDI activities internal to the organisation								
Recruitment processes	10.3	10	5.8	0	0	0	0	0
Substantive representation	8.3	45	47	100	60	100	0	50
Training	4	5	5.8	100	0	100	0	0
Data tracking, reporting, evaluating	1.1	5	0	0	0	0	0	0
Gender budgeting / Gender Mainstreaming	0.5	0	0	0	0	0	0	0

Land / Territorial Acknowledgment	2	0	0	0	0	0	0	0
Creation of EDI committee	0.5	5	11.7	0	0	0	0	0
Other EDI Activities internal to organisation	0.5	2.5	0	0	0	0	0	0

3.3 Feedback from Stakeholders

3.3.1 Scope of Feedback

During the workshops, the findings for all stakeholder-led organisations - Gender Diversity, Youth, Racialized Communities, Northern and Coastal Communities, Indigenous Peoples, Immigrant/Refugee, Low-Income Households, Disabled, Seniors – were presented. Despite this, there were notable omissions that were not addressed by the participants. In the workshop discussions and survey responses, stakeholder participants paid little attention to Gender Diversity, Northern and Coastal Communities, Immigrant/Refugee, Low-Income Households, Disabled, Seniors-led organisations. Furthermore, while there were broad suggestions to decolonize funding, it was difficult to hone in on specific suggestions for immediate next steps. Detailed analysis of feedback, which includes specific quotes from study participants, are contained in Appendix F.

3.3.2 Overview of Feedback

There was unanimous consensus, both during the workshops and in the surveys, about the importance of this research endeavour. Workshop participants welcome the effort but many raised concerns that were promptly agreed by other participants:

- There is a need to disaggregate the investigation of conventional-led and stakeholder-led organisations. The rationale is that these two types of organisations have different priorities, ways of engaging with communities, and access to resources (economic and otherwise), which can lead to faulty comparisons. This view was held across both workshops.
- In this vein, it is important for philanthropic and other funding organisations to design funding portfolios that target stakeholder-led organisations since these often face more challenges to access funding and other resources.
- EDI as granting criteria can reproduce inequalities in access of funding because larger and conventional-led organisations are more likely prepared and have more capacity to handle administrative funding requirements. Furthermore, participants pointed out that EDI activities can reproduce the political and societal structures that organisations operate within.
- Stakeholder-led organisations may understand EDI activities differently. It is important to improve understanding of how these organisations operate on the ground and what they are doing to advance equity and inclusivity in the transition to a net-zero carbon economy.
- Focus on decolonization, and the role that McConnell Foundation has to play in this, in the context of Indigenous as well as racialized people.

Due to the length of the list of conventional led organisations, and the small number of stakeholder led organisations found, the research participants were asked to focus on identifying any missing stakeholder led groups, but were not asked to identify any missing conventional led organisations. Therefore, this may not be a full or representative list of organisations supporting a transition to a net zero carbon economy in Canada.

3.3.3 Scope of Sectors and Stakeholders

One of the first steps suggested by the study participants was for the McConnell Foundation to address the scope on which equity seeking groups the Foundation would like to address. Some participants asked what is McConnell Foundation's take on intersectionality, as in, where are they hoping to make the greatest change? Based on these answers, the Foundation can take a targeted and context-specific engagement. This is because each type of stakeholder-led organisation addresses the needs and contexts of different vulnerable communities and needs to be consulted differently.

Several key areas were identified by study participants as suggestions for the McConnell Foundation to reconsider the scope of organisations.

3.3.3.1 Scope of Sectors

The first was the history and structure of funding that philanthropic organisations provide between environment, energy, climate change sectors. The sectors and stakeholder leadership reflect the structure and history of funding for a net zero carbon economy in Canada. Funding in Canada has determined the creation of groups, for example, this explains why there are far more environmental groups than energy and climate change groups, and why some groups choose to be social enterprises, social ventures or B corporations rather than non-profits. There is a disproportionate weighting towards broadly focused environmental groups (Table 5) since that is where the funding has been, there are fewer climate change focused groups due to less funding for climate change. One participant summarised the observation of the sectors the organisations fall under by reminding us to be aware that you are not replicating a structure by making that observation. Many social enterprises, ventures and B corporations were mentioned as being stakeholder led and serving stakeholders of interest. Several examples were given of social enterprises led by and serving people of colour and Indigenous communities. These groups are providing the functions of addressing EDI and decolonizing in the sector but are locked out of philanthropic funding opportunities in pursuit of stable financing they can receive as enterprises. One participant stated, "we specifically did not become a non-profit because the funding uncertainty did not allow us to do the work in the communities and we needed the ability to go to the bank and get financing. In many ways we are penalised for this from a funding perspective but at the same time we're able to stay in market and deliver services to the communities we work with."

3.3.3.2 Consideration of Including Labour Sectors

The second was that the exclusion of labour organisations was considered important, as there is a strong overlap of workers intersecting with the selected stakeholders of interest. Although several of the reports in the annotated bibliography presented to study participants address workers in a net zero carbon economy, one participant noted that "Socio-economic issues appear in the report in terms of 'low income households'. But no group was found specifically in this category. In the 'just transition' debate emphasis

is placed on communities that will suffer as a result of the low carbon transition (i.e. those formerly dependent on fossil fuel-based industries) and on workers who will be displaced. I appreciate that (a) some government attention is already devoted to this and (b) this does not fall within traditional understanding of EDI. Nevertheless it is an equity dimension and perhaps some reference to it should be included. I note also that trade union organisations in Canada are increasingly active on this issue - for example in preparing the 'just transition summit' which is being organised in Ottawa for later this year. And the other EDI issues are receiving lots of attention too in the context of that event.”

Another participant argued to bring in skilled trades as part of the solution as labour groups and organisations are critical to the transition to a net zero carbon economy and critical spaces for increasing EDI in the NZCE in Canada. They stated “Our Net Zero future is going to be built off the backs of skilled tradespeople and frontline workers. While the annotated bibliography does include reports on 'including workers', I believe the EDI framework needs to go further and fully centre workers and skilled tradespeople in the EDI framework alongside other 'sector' and 'stakeholder' categories”

They pointed out that skilled trades permeate all other categories of stakeholders and the net zero carbon economy. Furthermore, they identified that a new report from HRAI outlines changing attitudes towards HVAC workers and their importance as a key element in a net zero carbon economy. There is, for example, a women in HVAC group (<https://www.womeninhvac.ca/>). This also creates linkages with community benefits networks that work with local communities, redefine big spending budgets but they don't necessarily look at creating local jobs and examine barriers to employment. While this suggestion mainly came from one participant, the researchers see strengths in this approach, and encourage the McConnell Foundation to consider this in their intersectional analysis to address lower income groups and gender diversity in the net zero carbon economy. As part of this, the following report was suggested to be added to the Annotated Bibliography

Climate Action Services Incorporated. (2021). Overcoming implementation barriers to HVAC contractor-led building retrofits. HRAI.
<https://www.hrai.ca/uploads/userfiles/files/2021%2005%2031%20--%20HRAI%20Final%20Report.pdf>

3.3.3.3 Engaging Alliances

Third, the participants considered that additional surveys of the existing organisations, as well as engagement of stakeholder led organisations that may not currently be involved in the net zero carbon economy would be critical to expanding the list, either through identification or encouragement. The stakeholder study participants provided important context on how to address scope. One important piece of context is to view organisations in alliances and not in isolation. Several participants voiced that the quantitative findings presented in the workshops provides a static overview of the organisations. They expressed the importance of understanding that these organisations work through alliances and not in isolation, requiring thinking about EDI in the net zero carbon economy through a “more dynamic lens”. Specific suggestions on how to achieve this are that the McConnell Foundation and other funding philanthropic organisations must “reach out to the communities in the net zero carbon economy and ask them who and how we should be addressing”. Another option is to leverage organisations that have a focus on social, racial and economic justice to become key actors in the transition to a net zero carbon

economy. These organisations may already be doing climate work, but in a way that is not widely recognized or that may not pass the screening for funding. It is important to consider these opportunities and nuances. The following report that outlines this perspective was provided

Toronto Environmental Alliance & Centre for Connected Communities (2021). Sowing the seeds for local climate leadership: A learning guide for resident engagement using a connected communities approach. https://www.torontoenvironment.org/learning_guide

3.3.3.4 Considering Racialized and Indigenous Communities

Fourth, the consulted stakeholders had a strong focus on racialized groups and Indigenous peoples, and suggested proactively investing in racialized-led communities that have clear programs and a well-defined theory of change, even if these are disruptive. The following reports and resources were suggested by the participants

Native Land Digital (<https://native-land.ca/>). - “We often refer people to this resource for getting to know their territories (sharing in case you are ever looking for such a resource)”

Kidd, S., Bezgrebelna, M., Wells, S., Stergiopoulos, V., Ravindran, A., Greco, S., Daley, M., Christensen, J., Kral, M., Cappel, E., & McKenzie, K., (2021). Climate change and homelessness: Generating a response framework. Final Report. <https://www.homelesshub.ca/sites/default/files/attachments/Climate%20Change%20and%20Homelessness%20Final%20Report%20-%20Tri-Council%20March%202021.pdf>

Goldtooth, D., Saldamando, A., & Gracey, K. (2021). Indigenous resistance against carbon. A partnership by Indigenous Environmental Network, Oil Change International, and Indigenous Climate Action. http://priceofoil.org/content/uploads/2021/08/indigenous_resist_report_FINAL.pdf

Lovekin, D., Whitestone, M., & Kasteel, C. (2021). Finding a path forward: First Nation leadership in B.C.’s renewable energy future. Pembina Institute. <https://www.pembina.org/reports/first-nation-leadership-in-bc-renewable-energy.pdf>

Sanders, C. (2020). Accelerating transition: Economic impacts of Indigenous leadership in catalyzing the transition to a clean energy future across Canada. Indigenous Clean Energy. <https://icenet.work/attachment?file=HGQf2DFTWWHlc6jcRtUCg%3D%3D>

3.3.3.5 Scope of Racialized Communities Led Organisations

The small number of racialized communities led organisations may be due to their capacity of securing funding and survival. Study participants suggested that the small number of organisations led by racialized groups may be due to the fact that these organisations are not well established, or because they might be more disruptive, which hinders their capacity for securing funding and survival. There is a need to consider the context, activities, and needs of racialized communities led organisations. Study participants expressed that, without a deeper engagement with organisations led by racialized groups, funders are unlikely to have a nuanced understanding of and consider how these organisations conceive and conduct EDI activities. Not considering the specific characteristics of racialized communities led organisations during funding allocation decision-making is problematic because it can significantly reduce the chances of these organisations to secure funding.

3.3.3.6 Scope of Organisations Led by Indigenous People

Bands, Tribal Councils, First Nations Health Authorities, and forms of local government are taking on work of the net zero carbon economy and should be recognized and included in any strategy going forward. However, many of these groups have been excluded from traditional funding networks that have prioritised the conventional led organisations in the environmental sector. Therefore, a fact finding mission needs to be done for what works for organisations. First Nations, Tribal Councils, AFN, Metis organisations may be the appropriate route to funding Indigenous People's participation.

Study participants told researchers that:

- Tribal councils have taken on roles in the net zero carbon economy. There are probably hundreds of tribal councils, and all will have climate / economy programs.
- Indigenous work happens at the community level, and is not typically recognized. Working with Indigenous bands is important to recognize their work. Indigenous groups are not recognized because what they pursue is not considered as important work. Fear of being perceived as partisan can be a major barrier. Indigenous groups would be excluded because a lot of what they do would be perceived as partisan, and it's a problem how we define partisanship, and affects what McConnell Foundation funds. There is a fear of being perceived as partisan groups.
- One participant has been working for over a decade on energy issues in Canada and has observed that a lot of work has been done by Bands and on their own dime. To push back on pipelines, nations have had to take that on, due to serious underfunding by philanthropy outside of traditional environmental groups. Indigenous Climate Action now has funding, but it was an uphill battle. The executive director used to work for her Nation and Band and moved over to create the organisation Indigenous Climate Action that was severely underfunded.
- It would be important to work directly with Bands and Band Councils on the ground to identify these issues. However, some communities will have limited broadband Internet access and this has to be taken into account for engagement strategies.

3.3.3.7 Scope of Youth Led Organisations

The initial analysis found 40 youth led organisations (Table 9). While participants mentioned many youth-led organisations the researchers missed, they cautioned that this is the most ephemeral and dynamic space, and difficult to keep track of as it is constantly changing. A participant told the researchers, that due to the dynamic nature of this space, by the time this search was pinned, probably by now another 100 organisations have started. It's not static, probably exponential growth. You can't keep up, the space is getting confused, where are alliances, where are processes for engaging, probably hundreds of youth organisations. You would need to give nudges and prompts to think beyond this list, and more dynamic organising principles and ways to reach out. This is perhaps why this list was the largest of the stakeholder led groups.

For this reason, we chose to not update the list and analysis of Youth Led organisations. The list provided are of the organisations that have received funding. In order to engage youth organisations in the net zero carbon economy, suggestions included engaging youth led policy groups, university public interest research groups, university divestment groups, local climate councils, and community organisations such as YMCA and YWCA. One participant mentioned that a way to map local youth organisations was to

look at membership lists of volunteer centers and volunteer postings. They mentioned that Grant Connect is a national database of funders and fundees, searchable by category (including Youth Led Environmental causes).

The overlap between youth organisations and training was pointed out as obvious during the workshop, and some youth organisation issues might also connect with labour and worker transitions.

3.3.3.8 Scope of Low-Income Organisations and other Equity Seeking Groups

Pertaining to low-income households led organisations, study participants suggested that issues addressed by these organisations may intersect with concerns not immediately obvious in the net zero carbon economy space, such as poverty, homelessness, mental illness. For example, a study participant expressed, “I wondered how this issue might apply to populations more broadly experiencing poverty. Not all would come under what might be understood as a 'household' - e.g., populations experiencing homelessness. As well, I wondered about populations experiencing mental and/or physical health disabilities”.

3.3.3 Feedback on Equity, Diversity and Inclusion Frameworks

When presented with EDI strategies and organisational leadership, the study participants raised concerns about

1. Whether EDI strategies are transactional or transformational;
2. Whether conventional and stakeholder led organisations should be analysed or addressed in the same manner (for example, Table 11).

Many of the participants expressed that the McConnell Foundation is asking important questions about EDI in the net zero carbon economy in Canada. Nonetheless, they also expressed deep concern over whether EDI strategies might address or exacerbate existing inequalities between well-resourced groups and groups that have been marginalised in the net zero carbon economy, given that the transactional costs to designing and implementing EDI strategies might be burdensome to small, under-served, and nascent organisations. The reasons provided by participants for this decoupling are that

- EDI strategies are fundamentally different between conventional led and stakeholder led organisations.
- Capacity is an important factor for a successful design and implementation of EDI strategies, and conventional led organisations are likely to have more capacity.
- Using a single EDI framework to disburse funds may disproportionately benefit conventional led or other larger organisations. This is because EDI may become another layer of demands for stakeholder led organisations that are already facing myriad challenges. The capacity of these organisations to respond is not the same as the capacity of more conventional and established organisations.
- A critical piece of feedback from the study participants widely held by study participants was that a more appropriate strategy is to separate the analysis of the conventional and stakeholder led organisations and to have separate strategies for these organisations. Transformational change should be pursued for more established, conventional led organisations.
- EDI frameworks to disburse funds should incorporate a more nuanced, qualitative lens.

3.3.3 Feedback Conventional Led Organisations Implementing Equity, Diversity and Inclusion

The study participants provided four main types of feedback.

First, there were no surprises in the reported findings for conventional led organisations. It is well acknowledged that commitments or targets, as well as direct support for marginalised communities or organisations in the form of training and education, and community engagement and participatory actions are common practices by more conventional organisations. Many of the concerns expressed about the findings were focused on the difficulty in measuring transformational activities, and the concern that many activities presented are transactional.

Second, participants raised the concern that organisations that were categorised as conventional led might categorise themselves as stakeholder led. One of the participants mentioned that we might see numbers distributing differently between conventional and stakeholder led categories if a survey was conducted to learn whether groups see themselves as falling into categories that were selected, since some groups may not put a label on themselves. They agreed that there are the self-identified organisations that are getting funding, and there are also groups that would meet the stakeholder led criteria of this study, but may not be self-identifying in this way while receiving funding.

Third, participants mentioned that there can be a misalignment between how organisations represent themselves publicly and what they are doing. For example, study participants expressed that websites do not present in-depth information about the commitments and activities that organisations conduct to advance EDI. They also expressed that the available evidence presented in this report “looks very unidirectional”, not really giving insight into how organisations react and change when interacting with stakeholders of interest. As such, websites may not appropriately represent the depth of the EDI actions.

Finally, participants also raised that it is important to acknowledge and consider the potential of conventional led organisations to directly support stakeholder led organisations and communities of equity-seeking groups. It is fundamental to build capacity and awareness to facilitate this transition. Support from well-resourced conventional led organisations can be directed towards organisations with limited capacity to facilitate the transition to a net zero carbon economy. As one participant asked, “Can we turn some of these conventional organisations into powerful support? What is the evidence that the leaders are working in good faith?” Another participant shared the experience of a dotted line relationship that could occur by having a more resourced organisation hire and train a member of an equity seeking group who could provide direct support to a less resourced organisation led by the same equity seeking group that could provide input into the staff’s activities. This “dotted line relationship” allows a stakeholder led group influence over the staff member and support in their activities. These relationships need to be measured for the power dynamics, and whether is this a bonafide partnership, with capacity building and awareness building, to have them assist with goals.

Based on the stakeholder feedback to separate out analysis of conventional led organisations from stakeholder led organisations, the following issues were re-analysed for conventional led organisations.

1. What stakeholders from equity seeking groups are being addressed by eDI activities; and

2. What types of EDI activities are being implemented.

Table 12 shows that when conventional stakeholder-led organisations do address stakeholders of interest, they predominantly address youth and Indigenous Peoples, 51.4% and 43.1%, respectively. There are, indeed, other stakeholders of interest, but a much lesser number of organisations engage with them: approximately 19% of conventional led organisations address racialized individuals, 16% gender diverse groups, 10% low-income groups, 9% immigrant and refugees, 7% Northern and coastal communities, 6% the disabled community, and only 3% of organisations engage with seniors (Table 12).

Table 12: Stakeholders Addressed by Conventional Stakeholder Led

Stakeholders Addressed	Frequency	Percentage
Youth	180	51.4%
Indigenous Peoples	151	43.1%
Racialized communities	67	19.1%
Gender Diversity	58	16.5%
Low-income households	38	10.8%
Immigrant / Refugee	32	9.1%
Northern and coastal communities	27	7.7%
Disabled Community	21	6%
Seniors	13	3.7%
Other stakeholders of interest	30	8.5%

Across the baseline list of organisations, those organisations with conventional leadership structures were found to engage with all EDI activities identified by the annotated bibliography report, though at different rates (Table 13). Particularly pronounced are efforts to directly support marginalised communities or other organisations, mostly in the form of training and education (51% of conventional led organisations engage in these activities), as well as through community engagement and participatory action (57% of conventional led organisations). Less pronounced, though still quite significant, are that approximately 42% of conventional led organisations have expressed commitments or set EDI targets. Some 33% have compiled resources for public use and engaged in EDI-related awareness campaigns.

Less evidence was found of EDI activities internal to conventional led organisations. Information gathered from websites suggests that approximately 10% of conventional led organisations have set in place recruitment processes to improve EDI within the organisation, whereas 8% of conventional led organisations have announced efforts to improve representation within the organisation.

These findings provide valuable insights into the publicly reported preferred methods of conventional led organisations to advance EDI, and what social groups and communities tend to receive or require more attention from these organisations.

Table 13: Conventional stakeholder led EDI Activities

Types of EDI activities		Frequency	Percentage
Commitments or targets	Commitments or targets	147	42%
	Resource compilation for public use and awareness campaigns	116	33.1%
Direct support for marginalised communities / organisations	Monetary support	59	16.8%
	Training and Education	180	51.4%
	Community engagement / participatory action	200	57.1%
	Employment support	38	10.8%
	Physical support / efforts	26	7.4%
	Other community supports	11	3.1%
EDI activities internal to the organisation	Recruitment processes	36	10.2%
	Substantive representation	29	8.3%
	Training	14	4%
	Data tracking, reporting, evaluating	4	1.1%
	Gender budgeting / Gender Mainstreaming	2	0.5%
	Land / Territorial Acknowledgment	7	2%
	Creation of EDI committee	2	0.5%
	Other EDI Activities internal to organisation	2	0.5%

3.3.3.1 Transformational Change for Conventional Led Organisations

Study participants had many suggestions on how to focus on transformational change for conventional led organisations rather than tokenism and overburdening organisations with less capacity. The study participants were asked for indicators of transformative change that could be assessed for funding strategies. The following indicators of transformational change were suggested by the participants that are not contained in the original list of EDI activities, many of which are addressed further in the report:

- overall staffing composition;
- diversity and leadership positions;

- The principles embedded in the organisation, for example, are anti-racist or decolonizing models embedded in the culture? Are there staff reading, discussion groups, community of practice models and evidence of on-going commitment to this work?;
- doing internal work to change culture;
- The types of training and processes that are underway; is training a one-off event or a sustained program?
- decolonization training.

3.3.3.2 Collaborations between Conventional Led and Stakeholder Led Organisations

Workshop participants also suggested that conventional led organisations can support stakeholder led organisations as potentially funded activities.

3.3.3.2.1 “Dotted-Line” relationships

One participant shared the experience of what the participants called a “dotted line relationship”. They described an example of a more resourced organisation hiring and training a member of an equity seeking group who could provide direct support to a less resourced organisation led by the same equity seeking group that could provide input into the staff’s activities. For example, hiring a racialized staff member to train them in the area of communications, education or policy analysis who can provide direct support to a racialized led group in the net zero carbon economy. This “dotted line relationship” allows a stakeholder led group influence over the staff member and support in their activities, while the more established organisation takes on the heavy lifting work of capacity building, mentoring and training the staff member. These relationships need to be measured for the power dynamics, and whether this is a bonafide partnership, with capacity building and awareness building, to have them assist with goals. Other types of collaborations between conventional and stakeholder led organisations might exist.

3.3.3.2.2 Sharing or Transferring Power to an Equity-Seeking Group

One participant suggested that conventional led organisations can be encouraged to intentionally share or transfer power to an equity-seeking group. The participant indicates that some are listed in the report already (not identified) but the participant suggested making explicit note that EDI activities like "substantive representation" or "gender budgeting" or "other EDI activities" might, to a particularly progressive organisation, actually look like empowering an equity-seeking group as a partner vested with discretionary powers over budgets, governance, and other core systems. Their suggestion is that robust BIPOC leadership as a core criteria of selection along with support could get there. One example provided from the City of Seattle of a participatory research project with many organisations. The project employed two equity focused organisations that were involved in designing and conducting the research. In the following stage, the city set aside a budget for the organisations to decide how it was used to achieve climate goals. The Toronto Environmental Alliance report offers examples of how to diversify local climate leadership.

3.3.3 Addressing Stakeholder Led Organisations

For whichever stakeholder led organisations the McConnell Foundation chooses to move ahead with, the participants suggest the solution must be informed by the same people to solve the problem, such that the first step would be to develop funding programs in consultation with stakeholder led organisations. This

would help to avoid the risk of creating burdensome processes and additional challenges that reduce the chances of stakeholder led organisations to secure funding and support. When philanthropic organisations and other funders consult with stakeholder led organisations and incorporate their perspectives they can more fully account for their needs and level of organisational capacity. Suggestions and context to taking a consultative approach include:

- Take a **problem solving approach** from the perspective of those most affected. For example, focus on multiple benefits that dovetail. E.g., address affordable housing, dovetail net zero;
- **Engage and listen** to equity-seeking led organisations. There is a pressing need to consult and engage with equity-seeking groups listed in the report, both to expand the list of groups identified, but also to get informed, expert feedback from these groups. Roundtables and workshops provide an appropriate first step towards better engaging with racialized communities led organisations. This was particularly suggested with respect to Indigenous, Black and other racialized communities.
- In the case of vulnerable communities and organisations with less capacity, **participatory program development** could be used to meet these groups where they are at, recognizing that research and technical options are not necessarily accessible to these groups. Participatory program development could assess strategic priorities, allowing vulnerable communities to set their EDI goals, consistent discussion about what support can be provided aside from financial support. Within this, there is a suggestion to allow the communities to decide what it is that is most important to them and how to spend the funding, rather than having the community fit the category of funding - by consulting with the community and having a listening phase, their needs will become evident.
- **Co-design** of funding programs would involve both internal and external, arms length, advisories that can help with setting appropriate targets and engaging in a feedback cycle to inform the process over time. This could include setting targets or requirements for those who are funded - again building in feedback cycles for continuous review. This will also be optimised if processes are aligned with those of key strategic partners.

3.3.3.1 Internal Change for McConnell Foundation

For some of these steps in engagement, it has been described already a few study participants suggested that McConnell Foundation identify the scope of equity seeking groups they would like to work with. They suggest that the McConnell Foundation

- **Identify** what is important information to gather and consider, what are they going to do as an organisation;
- **Listen.** Who are they going to sit with and spend some time with, go places, sit with people at leadership level with open ears, at community level, almost the only way to proceed with communities is that route.
- Consider **internal EDI work.** Identify who is on their board, who can be a key advisor on politics. As a paid position, they can benefit from advice.
- **Leverage alliances.** What are some alliances they can leverage and be informed by. There are instances where the McConnell Foundation can be in the back, supporting other organisations.

4. Recommendations

The recommendations are based on the research conducted as well as preliminary feedback from McConnell Foundation Staff.

4.1 Address Scope

One of the first steps suggested by the study participants was for the McConnell Foundation to address the scope on which equity seeking groups the Foundation would like to address.

- The participants considered that additional surveys of the existing organisations, as well as engagement of stakeholder led organisations that may not currently be involved in the net zero carbon economy would be critical to expanding the list, either through identification or encouragement.
- Recommendations of how to do this are contained in *Section 3.3 Feedback from Stakeholders*.

4.2 Equity, Diversity and Inclusion Activities of Conventional Led Organisations

The McConnell Foundation might take two approaches to address EDI in conventional led organisations. One would be to run a survey of conventional led organisations to find out more about whether they consider themselves conventional or stakeholder led and the types of activities they are engaging in, that may not be listed on their websites, and to gain more information about what EDI activities they would like to implement, and what is limiting them, and what would be needed to provide support or encouragement to enhance these. However, the researchers caution against using this approach with organisations that are not well resourced and limited in capacity.

4.5.1 Qualitative research

The evidence found that it was difficult to use website to identify exactly what is going on with EDI activities in organisations. The researchers recommend that McConnell Foundation work to identify appropriate indicators of transformational EDI activities as described in this report. Study participants argued to encourage transformational rather than transactional activities in conventional led organisations. These activities included decolonizing activities and deep changes in organisational culture. A key recommendation is to take more time to drill down into whether there is evidence of some indicators compared to others that can serve as evidence of how deep an organisation is going compared to others. For further research this means going beyond looking at websites and having conversations and interviews regarding what organisations that are leading in EDI are doing in this area.

4.5.2 Survey Based Research

Conduct survey-based research to gain a more robust and nuanced understanding of conventional led organisations and the scope of their EDI activities. Given the number of organisations that are considered conventional led, survey techniques provide a suitable method to assess how they view their own leadership, the stakeholders of interest that they are addressing, as well as the range of EDI activities they

are engaging in. Surveys can also help characterise processes of organisational learning and change as organisations engage with equity seeking groups and marginalised communities. A survey-based approach can highlight if and how organisations co-design their EDI activities with their stakeholders of interest, and how these organisations change internally as they learn about the needs of underserved and equity-seeking communities.

4.3 Decolonizing Approaches to Funding Organisations in the Net Zero Carbon Economy

The quantitative findings demonstrated a limited number of organisations led by Indigenous communities addressing the net zero carbon economy. The qualitative findings found that Tribal Councils and other forms of Indigenous local governments, and social enterprises are already engaging in the net zero carbon economy. Furthermore, based on conversations with McConnell Foundation, it is unclear why some of these social enterprises and local governments are not receiving funding.

Based on these findings, the recommendation is to engage in decolonizing strategies in order to work directly with Indigenous groups and communities to co-create strategies of support that fit the context. There are several organisations, research projects and researchers in Canada that are taking decolonizing approaches to Indigenous rights holders' participation in the net zero carbon economy that McConnell or other philanthropic foundations can engage.

4.3.1 Funding Options

- Some of the participants mentioned exploring possibilities of funding Tribal Councils and First Nations directly. In discussions with McConnell Foundation staff, it appears that Tribal Councils, First Nations, and other Indigenous forms of local government would not be excluded from funding. If this is the case, it should be a priority to address why these organisations are either not applying for funding, or receiving funding for their work related to the net zero carbon economy.
- Participants also mentioned the potential to fund established, conventional organisations to support Indigenous led organisations in a “dotted line” relationship (described in detail in Section 3.3 Stakeholder Feedback, not redescribed here for brevity).
- Upon reviewing the results, researchers recommend that the “dotted line” approach could also be applied to creating dotted line relationships between organisations that can be funded by philanthropic foundations and organisations that may be excluded from traditional philanthropic funding.

4.3.2 Skilled Trades and Training

It was observed that Indigenous communities might be vulnerable to access training, often later in life and training education aligns with conversations with Indigenous communities, and that skilled trades permeate all other categories, hiring Indigenous youth. Furthermore,

- Any Indigenous housing organisation is focused on work around net zero
- The Aboriginal Housing Management Association are developing an in-house nation leading Indigenous energy advisor program.

- Every province has an Indigenous careers centre (for energy efficiency, construction, HVAC etc) to help Indigenous youth navigate clean energy skilled trades.

While these findings come from one participant, they are reflected in the researchers (Dr. Hoicka's) direct experience in researching and engaging with Indigenous communities in the net zero carbon economy. A pathway that combines skilled trades and Indigenous participation in the net zero carbon economy could be a helpful tool in advancing EDI for Indigenous people.

4.4 Recommendations for Funding Youth Led Organisations

Youth are the most heavily engaged stakeholder group in the net zero carbon economy in Canada, both by conventional stakeholders and as organisational leaders. Our recommendations for engaging with Youth Led organisations is to acknowledge that while there are some established organisations, the sector is ephemeral and dynamic. If philanthropic foundations wish to engage further with this sector, strategies should consider its dynamic, active, and ephemeral nature. This means targeted outreach to where youth are actively organising – Global movements (such as Fridays for Future), universities and schools, and local communities are spaces where youth typically mobilise and co-create strategies for climate action. Given the circumstances and characteristics of youth led organisations, it is important to design funding opportunities adjusted to the timeframes that are relevant to youth. And one participant asked: Are there opportunities for McConnell to sponsor scholarships to fund “next generation” of people thinking about these things?

4.5 Recommendations for all Types of Stakeholders of Interest

Of concern was that the initial analysis found very few stakeholder led organisations operating in the net zero carbon economy in Canada, particularly for gender diversity, racialized, northern and coastal communities, seniors, immigrant and refugee, and low-income household led. During the workshops, study participants identified some additional stakeholder led organisations, but the numbers remain very low.

Therefore, the researchers recommendations for these groups is to combine three approaches that are outlined in section 3.3 *Stakeholder Feedback*.

- The first approach is for the McConnell Foundation to consider which stakeholders they want to address, as defined in the Scope section.
- The second approach is to engage with a network of communities and organisations that may or may not be involved in the net zero carbon economy, but that includes the existing organisations that have been found as part of this analysis.
- The third approach is to engage with conventional led organisations using the methods described above, to consider how they are engaging with these particular stakeholders of interest, and how they can be engaged through transformative change approaches.

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- McKay, A., 2012. Evaluating the Awareness Anti-Racism Training Program at the University of Victoria (Master’s thesis). University of Victoria.
- Mertins-Kirkwood, H., 2018. Making Decarbonization Work for workers: policies for a just transition to a zero-carbon economy in Canada [WWW Document]. URL <https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2018/01/Making%20Decarbonization%20Work.pdf> (accessed 7.13.21).
- Mundaca, L., Busch, H., Schwer, S., 2018. ‘Successful’ low-carbon energy transitions at the community level? An energy justice perspective. *Appl. Energy* 218, 292–303.
<https://doi.org/10.1016/j.apenergy.2018.02.146>

- Saget, C., Vogt-Schilb, A., Luu, T., 2020. Jobs in a Net-Zero Emissions Future in Latin America and the Caribbean. Banco interamericano de Desarrollo. <https://doi.org/10.18235/0002509>
- Scott, M., 2017. Developing a racial equity stance: moving philanthropy beyond diversity statements (Master's thesis). Pepperdine University.
- Tamtik, M., Guenter, M., 2019. Policy Analysis of Equity, Diversity and Inclusion Strategies in Canadian Universities – How Far Have We Come? *Can. J. High. Educ.* 49, 41–56. <https://doi.org/10.7202/1066634ar>
- Wikipedia, 2021. List of environmental organizations [WWW Document]. URL https://en.wikipedia.org/wiki/Category:Environmental_organizations_based_in_Canada
- Yu, H.C., Nicholson, B., Nash, L., 2013. The California Endowment Diversity, Equity and Inclusion Report Card.

Appendix A: Annotated Bibliography

Annotated bibliography for Equity, Diversity and Inclusion in the Net Zero Carbon Economy

Prepared by Dr. Christina Hoicka, University of Victoria, Yuxu Zhao, York University. Dr. Aline Coutinho, Smart Prosperity Institute

Introduction

The objective of this research is to support The McConnell Foundation's new commitment to increase 'equity, diversity and inclusion' (EDI) in the Foundation's granting and investments as the McConnell Foundation seeks to support an inclusive transition to an equitable 'net zero carbon economy' (net zero carbon economy) in Canada. This bibliography provides insight into how to support an inclusive transition to an equitable 'net zero carbon economy' in Canada. 62 papers and reports were gathered during the search. Some reports were identified through the McConnell Foundation, others were identified by Dr. Hoicka's experience in the area, some were identified through google searches. We received expert feedback from Dr. Aline Coutinho on a draft dated July 31, 2021 and incorporated her comments into this new draft. With the annotated bibliography complete, the next step is to use it to provide working definitions of EDI, and come up with a methodology to search for EDI in the baseline of NZCE organizations and conduct analysis.

Methods

62 papers and reports gathered during the search were screened for inclusion and categorization at title, abstract and then full text levels using the predefined categorization criteria. The following categories were determined based on the scope of work:

1. Reports and Frameworks Outside of Canada about EDI in NZCE
2. Reports and Frameworks in Canada about EDI in NZCE
3. Types of EDI
 - a. EDI commitments or targets
 - b. Supporting marginalized communities/organizations directly
 - c. EDI activities internal to organizations
4. Background Academic Literature on EDI and NZCE outside of Canada
5. Background literature on NZCE and EDI in Canada
6. How Funding and Philanthropy can support EDI

There were still considerable gaps in the categories of reports. In order to confirm these gaps and identify additional reports and literature about Equity, Diversity and Inclusion (EDI) in the net-zero carbon economy (NZCE), we developed a search string using a combination of search terms related to (1) net

zero carbon economy, (2) low-carbon transitions or low-carbon energy transitions, (3) equity, diversity and inclusion, (4) justice or just, with and without Canada².

The taxonomy of types of EDI was built on the notion of “ideal type” by Max Weber. Conceptually, these types correspond to general elements or characteristics of EDI, but not necessarily imply that these elements are always the same or even are always present. Six main code types were identified and then were used as “retrieval codes”(Olsen, 2012). Retrieval codes were used for locating sets of texts which were extracted precisely because they match the code word (Olsen, 2012). Retrieval codes are useful for searching for quotations when people recall and would like to use them in a written piece (Olsen, 2012).

² A list of combinations of search terms that were run in Google scholar and search outcomes can be found in the spreadsheet. The link to the spreadsheet is:
https://docs.google.com/spreadsheets/d/1GvV53P1xicnb9IUaI6_yHPoMou3oV-A07FOBBJ52bCs/edit?usp=sharing.

Summary of Reports

Table 1 : EDI reports summary table

Reference	Sectors								Stakeholders of interest					Types of EDI			Context		
	Report	Background Literature	Energy	Transportation	Agriculture	Labor	Financial	Academic/ Research	Women	Youth	Racialized communities	Northern and coastal communities	Indigenous peoples	Low-income households	Commitments or targets	Support marginalized communities/organizations directly	EDI activities internal to the organizations	Canada	Outside of Canada
Alook, A., Hill, N. and Hussey, I. (2017). Seeking "good jobs" in the oil patch: how gender and race shape experiences of work in Alberta's extractive industries. <i>CCPA Monitor</i> , 24(4). 28–32.	x		x						x						x			x	
Atteridge, A. Strambo, C. (2020). Seven principles to realize a just transition to a low-carbon economy. Stockholm Environment Institute.	x		x			x	x	x	x				x		x				x
Azevedo, L., Gaynor, T. S., Shelby, K., & Santos, G. (2021). The complexity of diversity and importance for equitable philanthropy. <i>Nonprofit Management and Leadership</i> , 31(3), 595-607.	x					x			x	x	x						x		x
Baruah, B. (2015). Creating opportunities for women in the renewable energy sector: Findings from India. <i>Feminist Economics</i> , 21(2), 53-76.	x		x						x								x		x
Baruah, B. (2017). Renewable inequity? Women's employment in clean energy in industrialized, emerging and developing economies. In <i>Natural Resources Forum</i> (Vol. 41, No. 1, pp. 18-29). Oxford, UK: Blackwell Publishing Ltd.		x	x						x								x		x

Reference	Sectors								Stakeholders of interest					Types of EDI		Context			
	Report	Background Literature	Energy	Transportation	Agriculture	Labor	Financial	Academic/ Research	Women	Youth	Racialized communities	Northern and coastal communities	Indigenous peoples	Low-income households	Commitments or targets	Support marginalized communities/organizations directly	EDI activities internal to the organizations	Canada	Outside of Canada
Bearman, J., Ramos, H. A., & Pond, A. S. (2010). Moving Diversity Up the Agenda: Lessons and Next Steps From the Diversity in Philanthropy Project. <i>The Foundation Review</i> , 2(2).	x					x		x		x				x					x
Botta, E. (2019), "A review of "Transition Management" strategies: Lessons for advancing the green low-carbon transition", OECD Green Growth Papers, 2019-04, OECD Publishing, Paris.	x		x			x	x	x								x			x
Bray, R., & Ford, R. (2021). Energy Justice POINTs: Policies to create a more sustainable & fairer future for all. Glasgow: University of Strathclyde.	x		x			x		x		x			x				x		x
Brown, K., & Corbera, E. (2003). Exploring equity and sustainable development in the new carbon economy. <i>Climate Policy</i> , 3(sup1), S41-S56.		x	x					x									x		x
Canada Research Chairs. (2018) Equity, Diversity and Inclusion Action Plan.	x							x	x				x				x	x	
Canadian Institutes for Health Research. (2021). Equity, Diversity and Inclusion Resources.	x							x	x				x				x	x	
Carley, S., & Konisky, D. M. (2020). The justice and equity implications of the clean energy transition. <i>Nature Energy</i> , 5(8), 569-577.		x	x					x											x

Reference	Sectors							Stakeholders of interest					Types of EDI			Context			
	Report	Background Literature	Energy	Transportation	Agriculture	Labor	Financial	Academic/ Research	Women	Youth	Racialized communities	Northern and coastal communities	Indigenous peoples	Low-income households	Commitments or targets	Support marginalized communities/organizations directly	EDI activities internal to the organizations	Canada	Outside of Canada
Chapman, A., & Okushima, S. (2019). Engendering an inclusive low-carbon energy transition in Japan: Considering the perspectives and awareness of the energy poor. <i>Energy Policy</i> , 135, 111017.		x	x										x						x
Chapman, A., Shigetomi, Y., & Ohno, H. (2021). Renewable Energy Investments and Social Equity: Evaluating the Low-Carbon Energy Transition. Available at SSRN 3807630.	x		x										x		x				x
Clohesy, S., Dean-Coffey, J., & McGill, L. (2019). Leveraging Effective Consulting to Advance Diversity, Equity, and Inclusion in Philanthropy. <i>The Foundation Review</i> , 11(3), 10.	x					x		x		x						x			x
Congress Advisory Committee on Equity, Diversity, Inclusion, and Decolonization (2021) Igniting Change: Final Report and Recommendations.	x					x		x		x		x				x		x	
Electricity Human Resources Canada (2017) Leadership Accord on Diversity, Equity and Inclusion.	x		x					x		x		x		x				x	
Electricity Human Resources Canada (n.d.) Advancing Gender Diversity in Canada's Electricity Sector: A Compendium of Success Stories.	x		x					x				x			x			x	

Reference	Sectors								Stakeholders of interest					Types of EDI			Context		
	Report	Background Literature	Energy	Transportation	Agriculture	Labor	Financial	Academic/ Research	Women	Youth	Racialized communities	Northern and coastal communities	Indigenous peoples	Low-income households	Commitments or targets	Support marginalized communities/organizations directly	EDI activities internal to the organizations	Canada	Outside of Canada
Elliott, L., & Setyowati, A. B. (2020). Toward a socially just transition to low carbon development: The case of Indonesia. <i>Asian Affairs</i> , 51(4), 875-894.		x	x					x				x							x
Generation Energy Council (2018). <i>Canada's Energy Transition: Getting to our energy future, together.</i>	x		x							x					x			x	
Glass, J. (2019) <i>Gender-Lens Philanthropy: A practical guide for Canadian foundations.</i> Philanthropic Foundations Canada	x					x		x							x	x	x		
Government of Canada (2018). <i>Just Transition Task Force.</i>	x		x											x				x	
Government of Canada (2020). <i>Setting new directions to support Indigenous research and research training in Canada 2019 - 2022</i>	x					x	x					x			x			x	
Government of Canada. (2020). <i>Best Practices in Equity, Diversity and Inclusion in Research.</i>	x					x	x	x				x				x		x	
Government of Canada. (2020). <i>Tri-Agency EDI Action Plan for 2018-2025.</i>	x						x	x		x		x			x			x	
Indigenous Climate Action. (2021). <i>Decolonizing Climate Policy in Canada Phase 1 Report.</i>	x		x	x	x			x				x			x			x	
International Institute for Sustainable Development (2021). <i>Building Momentum for a Just Transition in Canada: perspectives from civil society.</i>	x		x			x						x				x		x	

Reference	Sectors							Stakeholders of interest					Types of EDI		Context				
	Report	Background Literature	Energy	Transportation	Agriculture	Labor	Financial	Academic/ Research	Women	Youth	Racialized communities	Northern and coastal communities	Indigenous peoples	Low-income households	Commitments or targets	Support marginalized communities/organizations directly	EDI activities internal to the organizations	Canada	Outside of Canada
IRENA. (2019) Renewable Energy: A Gender Perspective.	x	x				x	x		x						x	x			x
Johnson, O. W., Han, J. Y. C., Knight, A. L., Mortensen, S., Aung, M. T., Boyland, M., & Resurrección, B. P. (2020). Intersectionality and energy transitions: A review of gender, social equity and low-carbon energy. <i>Energy Research & Social Science</i> , 70, 101774.		x	x						x										x
Lieu, J., Sorman, A. H., Johnson, O. W., Virla, L. D., & Resurrección, B. P. (2020). Three sides to every story: Gender perspectives in energy transition pathways in Canada, Kenya and Spain. <i>Energy Research & Social Science</i> , 68, 101550.		x	x						x				x					x	
MacArthur, J. L., Hoicka, C. E., Castleden, H., Das, R., & Lieu, J. (2020). Canada's Green New Deal: Forging the socio-political foundations of climate resilient infrastructure?. <i>Energy Research & Social Science</i> , 65, 101442.	x		x						x	x			x		x			x	

Reference	Sectors								Stakeholders of interest					Types of EDI		Context			
	Report	Background Literature	Energy	Transportation	Agriculture	Labor	Financial	Academic/ Research	Women	Youth	Racialized communities	Northern and coastal communities	Indigenous peoples	Low-income households	Commitments or targets	Support marginalized communities/organizations directly	EDI activities internal to the organizations	Canada	Outside of Canada
Martiskainen, M., Sovacool, B. K., & Hook, A. (2021). Temporality, consumption, and conflict: exploring user-based injustices in European low-carbon transitions. <i>Technology Analysis & Strategic Management</i> , 33(7), 770-782.		x	x	x				x	x				x						x
McCauley, D., Ramasar, V., Heffron, R. J., Sovacool, B. K., Mebratu, D., & Mundaca, L. (2019). Energy justice in the transition to low carbon energy systems: Exploring key themes in interdisciplinary research.		x	x																x
McKay, A. (2012) Evaluating the Awareness Anti-Racism Training Program at the University of Victoria. Master's thesis, University of Victoria,	x					x				x						x	x		
Mertins-Kirkwood, H. (2018). Making Decarbonization Work for Workers: Policies for a Just Transition to a Zero-Carbon Economy in Canada. Canadian Centre for Policy Alternatives, Ottawa, Canada.	x		x			x		x		x		x			x		x		
Mizrahi, R. (2019). Money talks—Philanthropists can foster gender and racial equity. <i>EBioMedicine</i> , 49, 23.	x						x	x						x			x		
Mullen, C., & Marsden, G. (2016). Mobility justice in low carbon energy transitions. <i>Energy Research & Social Science</i> , 18, 109-117.		x		x									x						x

Reference	Sectors								Stakeholders of interest						Types of EDI		Context		
	Report	Background Literature	Energy	Transportation	Agriculture	Labor	Financial	Academic/ Research	Women	Youth	Racialized communities	Northern and coastal communities	Indigenous peoples	Low-income households	Commitments or targets	Support marginalized communities/organizations directly	EDI activities internal to the organizations	Canada	Outside of Canada
Mundaca, L., Busch, H., & Schwer, S. (2018). 'Successful' low-carbon energy transitions at the community level? An energy justice perspective. <i>Applied Energy</i> , 218, 292-303.		x	x											x		x			x
Muro, M., Tomer, A., Shivaram, R., & Kane, J. (2019). <i>Advancing Inclusion through Clean Energy Jobs</i> . Brookings India.	x		x			x		x	x	x							x		x
Murray, U. (2019) <i>Gender and NDCs: Country Progress and Key Findings</i> . United Nations Development Programme.	x		x	x	x	x		x						x					x
OECD (2021), "The Inequality-Environment Nexus: Towards a people-centred green transition", <i>OECD Green Growth Papers</i> , 2021-01, OECD Publishing, Paris.	x					x		x	x					x					x
Outka, U. (2018). <i>Fairness in the Low-Carbon Shift: Learning from Environmental Justice</i> . In <i>Energy Justice</i> . Edward Elgar Publishing.		x	x					x		x			x						x
Pallett, H., Chilvers, J., & Hargreaves, T. (2017). <i>Mapping energy participation: A systematic review of diverse practices of participation in UK energy transitions, 2010–2015</i> . UK Energy Research Centre.		x	x																x

Reference	Sectors							Stakeholders of interest					Types of EDI			Context			
	Report	Background Literature	Energy	Transportation	Agriculture	Labor	Financial	Academic/ Research	Women	Youth	Racialized communities	Northern and coastal communities	Indigenous peoples	Low-income households	Commitments or targets	Support marginalized communities/organizations directly	EDI activities internal to the organizations	Canada	Outside of Canada
Pearl-Martinez, R., & Stephens, J. C. (2016). Toward a gender diverse workforce in the renewable energy transition. <i>Sustainability: Science, Practice and Policy</i> , 12(1), 8-15.		x	x					x											x
Piggot, G., Boyland, M., Down, A., & Torre, A.R. (2019) Realizing a just and equitable transition away from fossil fuels. Stockholm Environment Institute.	x		x					x	x	x							x		x
Pilsner, L., De Pous, P., Reitzenstein, A., & Gaventa, J. (2018) Funding the just transition to a net zero economy in Europe: Opportunities in the next EU budget.	x		x			x	x		x								x		x
Quesnelle, M. Castleden, H. & Wise, M. (2018) Projects: Indigenous Women in Renewable Energy.	x		x					x				x			x			x	
Saget, C., Vogt-Schilb, A., & Luu, T. (2020). Jobs in a Net-Zero Emissions Future in Latin America and the Caribbean. Banco Interamericano de Desarrollo.	x		x		x	x	x	x	x				x				x		x
Scott, K. A., Bray, S., & McLemore, M. R. (2020). First, do no harm: why philanthropy needs to re-examine its role in reproductive equity and racial justice. <i>Health Equity</i> . 4.1.	x					x				x							x		x

Reference	Sectors							Stakeholders of interest					Types of EDI			Context		
	Report	Background Literature	Energy	Transportation	Agriculture	Labor	Financial	Academic/ Research	Women	Youth	Racialized communities	Northern and coastal communities	Indigenous peoples	Low-income households	Commitments or targets	Support marginalized communities/organizations directly	EDI activities internal to the organizations	Canada
Scott, M. (2017). Developing a racial equity stance: moving philanthropy beyond diversity statements. Master's thesis. Pepperdine University. 791.	x					x				x						x		x
Setyowati, A. B. (2021). Mitigating inequality with emissions? Exploring energy justice and financing transitions to low carbon energy in Indonesia. Energy Research & Social Science, 71, 101817.		x	x				x											x
Siciliano, G., Wallbott, L., Urban, F., Dang, A. N., & Lederer, M. (2021). Low-carbon energy, sustainable development, and justice: Towards a just energy transition for the society and the environment. Sustainable Development.		x	x															x
Smart Prosperity Institute. (2021). International Women's Day: Let's commit to a truly inclusive green recovery.	x		x					x				x		x			x	
Sorman, A. H., García-Muros, X., Pizarro-Irizar, C., & González-Eguino, M. (2020). Lost (and found) in transition: Expert stakeholder insights on low-carbon energy transitions in Spain. Energy Research & Social Science, 64, 101414.		x	x															x

Reference	Sectors								Stakeholders of interest					Types of EDI			Context		
	Report	Background Literature	Energy	Transportation	Agriculture	Labor	Financial	Academic/ Research	Women	Youth	Racialized communities	Northern and coastal communities	Indigenous peoples	Low-income households	Commitments or targets	Support marginalized communities/organizations directly	EDI activities internal to the organizations	Canada	Outside of Canada
Sovacool, B. K. (2017). Contestation, contingency, and justice in the Nordic low-carbon energy transition. <i>Energy Policy</i> , 102, 569-582.		x	x																x
Sovacool, B.K., Martiskainen, M., Hook, A. et al. (2019). Decarbonization and its discontents: a critical energy justice perspective on four low-carbon transitions. <i>Climatic Change</i> 155, 581–619		x	x										x						x
Tamtik, M., & Guenter, M. (2019). Policy Analysis of Equity, Diversity and Inclusion Strategies in Canadian Universities—How Far Have We Come?. <i>Canadian Journal of Higher Education/Revue canadienne d'enseignement supérieur</i> , 49(3), 41-56.	x						x	x		x						x	x		
Taylor, P. (2021). For the sake of communities they serve, non-profits need to step up in combatting internal inequities, <i>Leadership Lab</i> .	x					x				x						x			
UNFCCC. (2019). Enhanced Lima Work Programme on Gender and its Gender Action Plan.	x		x					x								x			x

Reference	Sectors							Stakeholders of interest					Types of EDI		Context				
	Report	Background Literature	Energy	Transportation	Agriculture	Labor	Financial	Academic/ Research	Women	Youth	Racialized communities	Northern and coastal communities	Indigenous peoples	Low-income households	Commitments or targets	Support marginalized communities/organizations directly	EDI activities internal to the organizations	Canada	Outside of Canada
Women's Environment and Development Organization (2020) Spotlight on Gender in NDCs: An Analysis of Parties' instruments, plans and actions supporting integration of gender equality principles and practices .	x		x						x								x		x
York University Committee on Equity, Diversity and Inclusion (2017) Equity, Diversity and Inclusion Action Plan Recommendations for York University.	x							x	x		x					x		x	
Yu, H.C. Nicholson, B. Nash, L. (2013) The California Endowment Diversity, Equity and Inclusion Report Card. Social Policy Research Associates Report.	x								x		x						x		x

Reports and Frameworks Outside of Canada about EDI in NZCE

This section focuses on how the two concepts of EDI in a NZCE are being addressed simultaneously in reports but are not contextualized specifically to Canada. Please note, some reports are focused on the terminology of justice (rather than EDI) and of low-carbon energy transition (rather than NZCE). It must be a report or a framework/tool to be included in this section, for example, it addressed how to increase EDI in NZCE. The reports must cover topics of EDI in a NZCE as defined by McConnell Foundations, that is to support women, youth, racialized communities, northern and coastal communities, Indigenous people, low-income households in the sectors of energy, transportation, agriculture, labor, financial, academic or research in a NZCE.

Atteridge, A. Strambo, C.(2020). *Seven principles to realize a just transition to a low-carbon economy*. Stockholm Environment Institute.

<https://cdn.sei.org/wp-content/uploads/2020/06/seven-principles-for-a-just-transition.pdf>

A policy report that defines the concept of “just transition” and presents seven principles of a just transition, including 1)actively encourage decarbonization 2)avoid the creation of carbon lock-in and more “losers” in these sectors 3)support affected regions 4)support workers, their families and the wider community affected by closures or downscaling 5) clean up environmental damage, and ensure that related costs are not transferred from the private to the public sector 6)address existing economic and social inequalities 7) ensure an inclusive and transparent planning process.

Botta, E. (2019), “A review of “Transition Management” strategies: Lessons for advancing the green low-carbon transition”, OECD Green Growth Papers, 2019-04, OECD Publishing, Paris. <https://www.oecd-ilibrary.org/docserver/4617a02b-en.pdf?expires=1626973076&id=id&accname=guest&checksum=5B06C1638901E689D4723B21986D17FA>

This report presents evidence on the impacts of low-carbon transition on workers and also discusses which policy framework can facilitate a just low-carbon energy transition. Gender dimension of the transition is highlighted in the case of UK coal mines. This report also mentions that web-based information tools can be used to help workers to identify job opportunities

Bray, R., & Ford, R. (2021). *Energy Justice POINTs: Policies to create a more sustainable & fairer future for all*. Glasgow: University of Strathclyde. <https://doi.org/10.17868/76421>

This report provides a framework to help decision makers to explore the energy justice implications of their net-zero visions, strategies and policies and also discusses how the framework could be applied to a specific project. The framework is based on four dimensions of justices: “1)distributional-where injustice lie; 2)recognition-who is affected; 3) procedural-how injustices can be overcome 4) restorative-what we can do to ameliorate past injustices and mitigate against future injustices.” (p.2) Policies that contribute to a more sustainable and fairer future include reactive policies and proactive policies. “Reactive policies are aimed at helping workers in sectors negatively impacted by a low-carbon transition and include income support, retraining and career support, job transfers which help displaced workers into new jobs, pension bridging and workforce

transition plans. Proactive policies are aimed at maximising the long-term benefits of the transition and include labour market modelling to identify sectors where skills are needed, targeted skills training, industrial transition support to help firms shift from high to low carbon activities, and geographically targeted public spending to help vulnerable regions” (p.16)

Chapman, A., Shigetomi, Y., & Ohno, H. (2021). Renewable Energy Investments and Social Equity: Evaluating the Low-Carbon Energy Transition. Available at SSRN 3807630.

This paper investigates the energy transitions from 1990 to 2015 for 99 nations and their social equity outcomes. To determine the social outcomes regarding to renewable energy progress and social equity level, this study takes multiple factors into consideration, including “1) new renewable energy deployment progress; 2) income distribution, and 3) public goods related to participation, health, environmental improvement, energy price impact on poverty levels, and employment”(p.7). This paper also highlights the importance of policies that can contribute to distributional justice and can mitigate the impacts on low-income households, for example, re-distributing the costs and benefits of solar power deployment more progressively.

IRENA. (2019) Renewable Energy: A Gender Perspective.

https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA_Gender_perspective_2019.pdf

This report aims to address the knowledge gap in status and trends related to gender equality in the renewable energy sector. The literature and IRENA’s survey results suggest a range of measures to improve gender balance, including creating supportive networks and mentorship, increasing access to education and training, improving access to finance and gender audits.

Muro, M., Tomer, A., Shivaram, R., & Kane, J. (2019). *Advancing Inclusion through Clean Energy Jobs*. Brookings India. <http://hdl.handle.net/11540/10116>.

This study presents the “nature, needs and opportunities associated with the future clean energy workforce” across three major industrial sectors: clean energy production, energy efficiency, and environmental management, and explores the extent to which “such occupations will offer inclusive pathways to economic opportunity “in the US (p.5).

Murray, U. (2019) Gender and NDCs: Country Progress and Key Findings. United Nations Development Programme.

https://www.international-climate-initiative.com/fileadmin/Dokumente/2020/200302_undp-ndcsp-gender-ndc-country-progress-key-findings.pdf

This report presents country progress and key findings on gender and nationally determined contributions (NDCs). This report examines why and how the participation of women at many levels should be supported so they can contribute to “their needs assessment and prioritisation of initiatives for climate action implementation”(p.4).

OECD (2021), “The Inequality-Environment Nexus: Towards a people-centred green transition”, OECD Green Growth Papers, 2021-01, OECD Publishing, Paris.
<https://doi.org/10.1787/ca9d8479-en>

This paper examines “the inequalities-environment nexus building on the multi-dimensional lens of the OECD Well-being Framework. It analyses the impacts of the environmental degradation and of environmental policies on different dimensions of people’s well-being. The four key well-being dimensions considered are health, income and wealth, work and job quality, safety. The OECD Framework for Policy Action on Inclusive Growth and the Green Growth Policy Frameworks are used to identify policy responses that could sustain and share the benefits of green growth more equitably” (p.3)

Piggot, G., Boyland, M., Down, A., & Torre, A.R. (2019) Realizing a just and equitable transition away from fossil fuels. Stockholm Environment Institute.
<https://www.sei.org/publications/just-and-equitable-transition-fossil-fuels/>

This report examines the equity dimensions of just transition policies at both national and regional level in the context of the US and Thailand and presents key considerations and opportunities for improving justice and equity outcomes in diverse gender, race, class, age and ability groups in transition policy and planning.

Pilsner, L., De Pous, P., Reitzenstein, A., & Gaventa, J. (2018) Funding the just transition to a net zero economy in Europe: Opportunities in the next EU budget.
<https://www.euki.de/wp-content/uploads/2019/02/E3G-Report-Funding-the-just-transition-to-a-net-zero-economy-in-Europe.pdf>

This report assessed seven proposed EU budget instruments and determined whether they align with just transitions through three dimensions : “1) whether this budget creates sustainable opportunities for workers and the economy of affected regions that work in synergy with national and EU strategies for the transition to net zero emissions. 2) whether opportunities created by the transition to a net zero emissions economy reliably benefit affected regions and stakeholders. 3) whether this budget helps ensure a reduced social impact from the shift away from unsustainable fossil fuel-based activities on affected regions and workers. “(p.10-11)

Saget, C., Vogt-Schilb, A., & Luu, T. (2020). *Jobs in a Net-Zero Emissions Future in Latin America and the Caribbean*. Banco interamericano de Desarrollo.
<https://doi.org/10.18235/0002509>

A report that explores why and how to achieve net-zero carbon emissions. It identifies where jobs can be created in the sectors of sustainable agriculture, forestry, renewable energy, construction and manufacturing in Latin America and the Caribbean while transitioning to net-zero emissions. This report emphasizes that countries need to “establish the right policies to help workers and businesses acquire new skills through training and education and to create an enabling business environment to capitalize on opportunities and ensure decent working conditions.” (p.5)

UNFCCC. (2019). Enhanced Lima Work Programme on Gender and its Gender Action Plan. https://unfccc.int/sites/default/files/resource/cp2019_L03E.pdf

The aim of this gender action plan is to “advance knowledge and understanding of gender-responsive climate action and its coherent mainstreaming in the implementation of the UNFCCC and the work of Parties, the secretariat, United Nations entities and all stakeholders at all levels, as well as women’s full, equal and meaningful participation in the UNFCCC process”(p.4).

Women’s Environment and Development Organization (2020) Spotlight on Gender in NDCs: An Analysis of Parties’ instruments, plans and actions supporting integration of gender equality principles and practices . <https://wedo.org/wp-content/uploads/2020/10/Spotlight-Gender-in-NDCS.pdf>

This report is an assessment of the integration and implementation of gender into each country’s national climate and sustainable development processes and instruments since the development of their INDC.”The focus of this assessment was to gather available evidence on practices and policies put in place to strengthen gender responsive national climate policies”(p.4).

Reports and Frameworks in Canada about EDI in NZCE

This section focuses on how the two concepts of EDI in a net zero carbon economy are being addressed simultaneously in reports and are contextualized specifically to Canada. Please note, some reports are focused on the terminology of justice (rather than EDI) and of low-carbon energy transition (rather than net zero carbon economy). It must be a report or a framework/tool to be included in this section, for example, it addressed how to increase EDI in net zero carbon economy. The reports must cover topics of EDI in a net zero carbon economy as defined by McConnell Foundations, that is to support gender diversity groups, youth, racialized communities, northern and coastal communities, Indigenous people, low-income households in the sectors of energy, transportation, agriculture, labor, financial, academic or research in a net zero carbon economy.

Alook, A., Hill, N. and Hussey, I. (2017). Seeking “good jobs” in the oil patch: how gender and race shape experiences of work in Alberta’s extractive industries. *CCPA Monitor*, 24(4). 28–32. <https://www.policyalternatives.ca/publications/monitor/seeking-%E2%80%9Cgood-jobs%E2%80%9D-oil-patch>

This paper discussed the unfair experience of women and racialized people working in Alberta’s extractive industries, and examined the impacts of Alberta’s extractive industries on Indigenous people.

Electricity Human Resources Canada (2017) Leadership Accord on Diversity, Equity and Inclusion. <https://electricityhr.ca/workplace-solutions/diversity-inclusion/leadership-accord-on-diversity-equity-and-inclusion/>

This is a public commitment by Canadian employers, educators, unions, associations and governments to promote the EDI of their workforce within their organizations. This accord proposes united action to “expand the breadth and depth of the skilled workforce”; “ensure that under-represented groups are informed of the opportunities available in the sector of their choice”; and, “once employed, are fully supported and provided with equal opportunities to grow and develop to their full potential.”

Generation Energy Council (2018). Canada’s Energy Transition: Getting to our energy future, together.

https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/energy/CoucilReport_june27_English_Web.pdf

This report explores the potential pathways to a clean energy future in Canada, especially for racial communities and indigenous communities. It mentions five principles to guide the transitions:

- “1. a responsible transition: reducing carbon pollution to align with Canada’s climate goals for 2030 and beyond
 2. a sustainable transition: providing clean, reliable, affordable energy solutions to all Canadians while taking a leadership role in environmental stewardship on all fronts
 3. a prosperous transition: spurring innovation and entrepreneurship to create jobs, attract the best talent, provide opportunities for retraining, and enhance Canadian competitiveness in a carbon constrained global marketplace
 4. a collaborative transition: integrating Indigenous values into the process at every step and creating opportunities for reconciliation and new partnerships with Indigenous peoples
 5. an inclusive transition: engaging and informing Canada’s many diverse communities and every economic and social sector, while strengthening collaboration among all levels of government”
- (p.12)

Government of Canada (2018). Just Transition Task Force.

https://www.canada.ca/en/environment-climate-change/news/2018/02/just_transition_taskforce.html

The phase-out of coal power will have impacts on coal workers and communities. The Government of Canada launched the Task Force on the Just Transition for Canadian coal workers and communities to provide the government with expert advice on how to make a fair transition.

Indigenous Climate Action. (2021). Decolonizing Climate Policy in Canada Phase 1 Report.

https://static1.squarespace.com/static/5e8e4b5ae8628564ab4bc44c/t/6061cb5926611066ba64a953/1617021791071/pcf_critique_FINAL.pdf

This report discussed the findings from Phase One of a research project that has investigated whether “climate policy and planning in Canada has been including Indigenous rights and addressing the root causes of the climate crisis” (p.6).

International Institute for Sustainable Development (2021). Building Momentum for a Just Transition in Canada: perspectives from civil society.

<https://www.iisd.org/system/files/2021-04/building-just-transition-canada-civil-society.pdf>

This study conducted “surveys and semi-structured interviews with 48 organizations in Canada, including organized labour, environmental, Indigenous, and social organizations to identify how these groups define the just transition they are working toward, including what their goals and strategies are and key opportunities that could further just transition implementation and collaboration in Canada” (p.iii).

MacArthur, J. L., Hoicka, C. E., Castleden, H., Das, R., & Lieu, J. (2020). Canada's Green New Deal: Forging the socio-political foundations of climate resilient infrastructure?. *Energy Research & Social Science*, 65, 101442. <https://doi.org/10.1016/j.erss.2020.101442>

This study examines the transformative potential of Pact for a Green New Deal (PGND) in Canada by focusing on the “social and political characteristics of energy infrastructure: the potential for 100% renewable energy, transitions for oil sands, energy democracy, Indigenous energy leadership, gender equity, and energy poverty”.

Mertins-Kirkwood, H. (2018). Making Decarbonization Work for Workers: Policies for a Just Transition to a Zero-Carbon Economy in Canada. Canadian Centre for Policy Alternatives, Ottawa, Canada.

<https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2018/01/Making%20Decarbonization%20Work.pdf>

This report defines and distinguishes between reactive just transition policies(minimize the harm to workers of decarbonization), and proactive just transition policies (maximize the benefits to workers of decarbonization). This report also makes four recommendations to Canadian governments to ensure the transition to a zero-carbon economy is equitable, productive and just: “1. Develop a national economic strategy, in partnership with labour and industrial stakeholders, that co-ordinates public spending on the zero-carbon economy with workforce (re)development initiatives.

2. Promote growth and equity in the workforce by strategically investing in apprenticeships and vocational training for the zero-carbon economy.
3. Enhance social security programs to better support workers in any industry facing job loss and retraining costs.
4. Provide targeted just transition policy packages to fossil fuel communities.”(p.5)

Types of EDI

This section focuses on three types of EDI: a. EDI commitments or targets; b. supporting marginalized communities or organizations directly; c. EDI activities internal to the organizations. Reports in this section are not contextualized specifically to NZCE, but to all the context.

3a EDI commitments or targets

Reports included in this section are those with EDI commitments or targets, that are aimed to support women, youth, racialized communities, northern and coastal communities, Indigenous people or low-income households and also resource compilation for public use and awareness.

Bearman, J., Ramos, H. A., & Pond, A. S. (2010). Moving Diversity Up the Agenda: Lessons and Next Steps From the Diversity in Philanthropy Project. *The Foundation Review*, 2(2).
<https://doi.org/10.4087/FOUNDATIONREVIEW-D-10-00005>

This report describes the Diversity in Philanthropy Project in California and its commitment to increasing diversity and inclusive practice across organized philanthropy's boards, staff, grantmaking, contracting, and investing. This study examines the achievements of the Diversity in Philanthropy Project, including "mobilizing greater commitment among foundation leaders to voluntary action on diversity and enhancing both the knowledge base and data methodologies available for understanding diversity, inclusion, and equity in foundation work".

Canada Research Chairs. (2018) Equity, Diversity and Inclusion Requirements and Practices
<https://www.chairs-chaire.gc.ca/program-programme/equity-equite/index-eng.aspx#commitment>

The Government of Canada and the Canada Research Chairs Program (CRCP) are committed to achieving a more equitable, diverse and inclusive Canadian research enterprise

Electricity Human Resources Canada (2017) Leadership Accord on Diversity, Equity and Inclusion. <https://electricityhr.ca/workplace-solutions/diversity-inclusion/leadership-accord-on-diversity-equity-and-inclusion/>

This report provides evidence of EDI in NZCE in Canada. This is a public commitment by Canadian employers, educators, unions, associations and governments to promote the EDI of their workforce within their organizations. This accord proposes united action to "expand the breadth and depth of the skilled workforce"; "ensure that under-represented groups are informed of the opportunities available in the sector of their choice"; and, "once employed, are fully supported and provided with equal opportunities to grow and develop to their full potential."

Government of Canada (2018). Just Transition Task Force.
<https://www.canada.ca/en/environment-climate-change/news/2018/02/just-transition-taskforce.html>

This report provides evidence of EDI in NZCE in Canada. The phase-out of coal power will have impacts on coal workers and communities. The Government of Canada launched the Task Force on the Just Transition for Canadian coal workers and communities to provide the government with expert advice on how to make a fair transition.

Mizrahi, R. (2019). Money talks—Philanthropists can foster gender and racial equity. *EBioMedicine*, 49, 23.

[https://www.thelancet.com/pdfs/journals/ebiom/PIIS2352-3964\(19\)30717-0.pdf](https://www.thelancet.com/pdfs/journals/ebiom/PIIS2352-3964(19)30717-0.pdf)

This letter states that the Canada Research Chairs (CRC) suffered from the lack of diversity and inclusion in the past. But recently CRC expressed its strong commitment to EDI and states that “achieving a more equitable, diverse and inclusive research cadre is essential to advancing science(p.1)”

Murray, U. (2019) Gender and NDCs: Country Progress and Key Findings. United Nations Development Programme.

https://www.international-climate-initiative.com/fileadmin/Dokumente/2020/200302_undp-ndcsp-gender-ndc-country-progress-key-findings.pdf

This report presents country progress and key findings on gender and nationally determined contributions (NDCs). This report also outlines the climate commitments of Lebanon, Ghana and Costa Rica, which are aimed at integrating gender into climate change mitigation or adaptation initiatives.

Smart Prosperity Institute. (2021). International Women’s Day: Let’s commit to a truly inclusive green recovery. <https://institute.smartprosperity.ca/InternationalWomensDay2021>

This report provides evidence of EDI in NZCE in Canada. This blog post is a commitment of Smart Prosperity Institute to contribute to an inclusive green recovery. It is stated that “ensuring gender equality in the environmental and clean technology sector will lead to a more equal transition to net-zero emissions”.

3b Supporting marginalized communities/organizations directly

Reports in this section discuss how to support, share power or put marginalized communities in decision making positions. Marginalized communities are gender diversity groups, youth, racialized communities, northern and coastal communities, Indigenous people, immigrant or refugee, and low-income households. Activities include monetary support, training, employment support, physical support/efforts, community engagement and participatory action and other community support or general support.

Alook, A., Hill, N. and Hussey, I. (2017). Seeking “good jobs” in the oil patch: how gender and race shape experiences of work in Alberta’s extractive industries. *CCPA Monitor*, 24(4). 28–32. <https://www.policyalternatives.ca/publications/monitor/seeking-%E2%80%9Cgood-jobs%E2%80%9D-oil-patch>

This report provides evidence of EDI in NZCE in Canada. This paper discussed the unfair experience of women and racialized people working in Alberta’s extractive industries, and examined the impacts of Alberta’s extractive industries on Indigenous people.

Atteridge, A. Strambo, C.(2020). *Seven principles to realize a just transition to a low-carbon economy*. Stockholm Environment Institute.

<https://cdn.sei.org/wp-content/uploads/2020/06/seven-principles-for-a-just-transition.pdf>

A policy report that defines the concept of “just transition” and presents seven principles of a just transition, including 1)actively encourage decarbonization 2)avoid the creation of carbon lock-in and more “losers” in these sectors 3)support affected regions 4)support workers, their families and the wider community affected by closures or downscaling 5) clean up environmental damage, and ensure that related costs are not transferred from the private to the public sector 6)address existing economic and social inequalities 7) ensure an inclusive and transparent planning process.

Baruah, B. (2015). Creating opportunities for women in the renewable energy sector: Findings from India. *Feminist Economics*, 21(2), 53-76. <https://doi.org/10.1080/13545701.2014.990912>

This paper identifies” opportunities and constraints that low-income women face in accessing livelihoods in the renewable-energy sector in India”(p.53).

Botta, E. (2019), “A review of “Transition Management” strategies: Lessons for advancing the green low-carbon transition”, OECD Green Growth Papers, 2019-04, OECD Publishing, Paris. <https://www.oecd-ilibrary.org/docserver/4617a02b-en.pdf?expires=1626973076&id=id&accname=guest&checksum=5B06C1638901E689D4723B21986D17FA>

This report presents evidence on the impacts of low-carbon transition on workers and also discusses which policy framework can facilitate a just low-carbon energy transition. Gender dimension of the transition is highlighted in the case of UK coal mines. This report also mentions that web-based information tools can be used to help workers to identify job opportunities

Chapman, A., Shigetomi, Y., & Ohno, H. (2021). Renewable Energy Investments and Social Equity: Evaluating the Low-Carbon Energy Transition. Available at SSRN 3807630.

This paper highlights the importance of policies that can contribute to distributional justice and can mitigate the impacts on low-income households, for example, re-distributing the costs and benefits of solar power deployment more progressively.

Electricity Human Resources Canada (n.d.) Advancing Gender Diversity in Canada’s Electricity Sector: A Compendium of Success Stories.

<https://electricityhr.ca/wp-content/uploads/2020/04/Accord-Compendium-FINAL-WEB.pdf>

This report provides evidence of EDI in NZCE in Canada. This series of success stories illustrates the range of initiatives that companies across the electricity sector who’ve signed on to Leadership Accord on Diversity, Equity and Inclusion (previously “Leadership Accord on Gender Diversity”) have been working on, such as linking Indigenous candidates to available careers and increasing the percentage of women taking programs currently dominated by men.

Generation Energy Council (2018). Canada's Energy Transition: Getting to our energy future, together.

https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/energy/CoucilReport_june27_English_Web.pdf

This report provides evidence of EDI in NZCE in Canada. This report explores the potential pathways to a clean energy future in Canada, especially for racial communities and indigenous communities. It mentions five principles to guide the transitions:

- “1. a responsible transition: reducing carbon pollution to align with Canada's climate goals for 2030 and beyond
 2. a sustainable transition: providing clean, reliable, affordable energy solutions to all Canadians while taking a leadership role in environmental stewardship on all fronts
 3. a prosperous transition: spurring innovation and entrepreneurship to create jobs, attract the best talent, provide opportunities for retraining, and enhance Canadian competitiveness in a carbon constrained global marketplace
 4. a collaborative transition: integrating Indigenous values into the process at every step and creating opportunities for reconciliation and new partnerships with Indigenous peoples
 5. an inclusive transition: engaging and informing Canada's many diverse communities and every economic and social sector, while strengthening collaboration among all levels of government”
- (p.12)

Glass, J. (2019) Gender-Lens Philanthropy: A practical guide for Canadian foundations. Philanthropic Foundations Canada

https://pfc.ca/wp-content/uploads/2019/12/pfc_gender-guide_nov_2019.pdf

This report is a practical guide to support foundations to learn about and apply a gender lens in their work. Key strategies mentioned in this report are “1) grant to initiatives focused on women, girls and gender equity; 2) apply a gender lens to granting practices; 3) increase equity in internal operations and governance 4) use gender-lens investment practices.”(p.14)

Government of Canada (2020). Setting new directions to support Indigenous research and research training in Canada 2019 - 2022

<https://www.canada.ca/en/research-coordinating-committee/priorities/indigenous-research/strategic-plan-2019-2022.html>

This strategic plan outlines the measures that Canada Research Coordinating Committee can take to co-develop with Indigenous Peoples an interdisciplinary research and research training model that contributes to reconciliation.

Government of Canada. (2020). Tri-Agency EDI Action Plan for 2018-2025.

https://www.nserc-crsng.gc.ca/NSERC-CRSNG/EDI-EDI/Action-Plan_Plan-dAction_eng.asp

The objective of this action plan is to guide initiatives and decisions to contribute to embedding EDI considerations into all aspects of research, including fair access to tri-agency research

support and equitable participation in the research system, especially for these underrepresented groups: women, Indigenous Peoples (First Nations, Inuit and Métis), persons with disabilities, members of visible minority/racialized groups and members of LGBTQ2+ communities.

Indigenous Climate Action. (2021). Decolonizing Climate Policy in Canada Phase 1 Report. https://static1.squarespace.com/static/5e8e4b5ae8628564ab4bc44c/t/6061cb5926611066ba64a953/1617021791071/pcf_critique_FINAL.pdf

This report provides evidence of EDI in NZCE in Canada. This report discussed the findings from Phase One of a research project that has investigated whether “climate policy and planning in Canada has been including Indigenous rights and addressing the root causes of the climate crisis” (p.6).

MacArthur, J. L., Hoicka, C. E., Castleden, H., Das, R., & Lieu, J. (2020). Canada's Green New Deal: Forging the socio-political foundations of climate resilient infrastructure?. *Energy Research & Social Science*, 65, 101442. <https://doi.org/10.1016/j.erss.2020.101442>

This report provides evidence of EDI in NZCE in Canada. This study examines the transformative potential of Pact for a Green New Deal (PGND) in Canada by focusing on the “social and political characteristics of energy infrastructure: the potential for 100% renewable energy, transitions for oil sands, energy democracy, Indigenous energy leadership, gender equity, and energy poverty”. This paper outlines a number of mechanisms: “‘mainstreaming’ gender across all clean energy frameworks, tailored training and skills development, attracting and retaining talented women, and structurally creating a culture, and demonstrating through role modelling.”(p.7)

Mertins-Kirkwood, H. (2018). Making Decarbonization Work for Workers: Policies for a Just Transition to a Zero-Carbon Economy in Canada. Canadian Centre for Policy Alternatives, Ottawa, Canada. <https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2018/01/Making%20Decarbonization%20Work.pdf>

This report provides evidence of EDI in NZCE in Canada. This report defines and distinguishes between reactive just transition policies (minimize the harm to workers of decarbonization), and proactive just transition policies (maximize the benefits to workers of decarbonization). This report also makes four recommendations to Canadian governments to ensure the transition to a zero-carbon economy is equitable, productive and just:

- “1. Develop a national economic strategy, in partnership with labour and industrial stakeholders, that co-ordinates public spending on the zero-carbon economy with workforce (re)development initiatives.
2. Promote growth and equity in the workforce by strategically investing in apprenticeships and vocational training for the zero-carbon economy.

3. Enhance social security programs to better support workers in any industry facing job loss and retraining costs.
4. Provide targeted just transition policy packages to fossil fuel communities.”(p.5)

Quesnelle, M. Castleden, H. & Wise, M. (2018) Projects: Indigenous Women in Renewable Energy. <http://asharedfuture.ca/our-projects/our-work-indigenous-women-in-renewable-energy/>

The premise of this research is to bring together the Indigenous Women Alumni from the 20/20 Catalyst Program to share stories and insights about the gendered experience of renewable energy projects involving Indigenous peoples across Canada.

3c EDI activities internal to organizations

Reports in this section describe EDI activities internal to organizations (e.g., hiring, representation, training, EDI data tracking, reporting and evaluating and gender budgeting and/or gender mainstreaming)

Azevedo, L., Gaynor, T. S., Shelby, K., & Santos, G. (2021). The complexity of diversity and importance for equitable philanthropy. *Nonprofit Management and Leadership*, 31(3), 595-607. <https://doi.org/10.1002/nml.21448>

Based on a case study of Florida community foundations, this paper found that “diversity is understood in different ways and the presence of diverse board members may be linked to advancing the interests of diverse communities and in achieving outcomes that assist in the needs of certain social groups.”(p.595). Foundation and philanthropic effectiveness will be improved if board members of community foundation have substantive representation and diverse in “age, race, gender, LGBTQ affiliation, gross family income, political orientation, disability status, and education background.”

Baruah, B. (2017). *Renewable inequity? Women's employment in clean energy in industrialized, emerging and developing economies*. In *Natural Resources Forum* (Vol. 41, No. 1, pp. 18-29). Oxford, UK: Blackwell Publishing Ltd. <https://doi.org/10.1111/1477-8947.12105>

This paper is a review of existing academic and practitioner literature on “women’s employment in renewable energy in industrialized nations, emerging economies and developing countries” (p.18).

Bray, R., & Ford, R. (2021). *Energy Justice POINTs: Policies to create a more sustainable & fairer future for all*. Glasgow: University of Strathclyde. <https://doi.org/10.17868/76421>

Policies that contribute to a more sustainable and fairer future include reactive policies and proactive policies. “Reactive policies are aimed at helping workers in sectors negatively impacted by a low-carbon transition and include income support, retraining and career support, job

transfers which help displaced workers into new jobs, pension bridging and workforce transition plans. Proactive policies are aimed at maximising the long-term benefits of the transition and include labour market modelling to identify sectors where skills are needed, targeted skills training, industrial transition support to help firms shift from high to low carbon activities, and geographically targeted public spending to help vulnerable regions” (p.16)

Canada Research Chairs. (2018) Equity, Diversity and Inclusion Action Plan.

https://www.chairs-chaires.gc.ca/program-programme/equity-equite/action_plan-plan_action-eng.aspx

The action plan is aimed at “improving the governance, transparency and monitoring of equity and diversity within the program”. These actions support institutions in “making swift progress towards addressing the underrepresentation of the four designated groups (FDGs)—women, persons with disabilities, Indigenous peoples and members of visible minorities—within the program”.

Clohesy, S., Dean-Coffey, J., & McGill, L. (2019). Leveraging Effective Consulting to Advance Diversity, Equity, and Inclusion in Philanthropy. *The Foundation Review*, 11(3), 10.

<https://doi.org/10.9707/1944-5660.1483>

This paper describes and advocates for consultants as key partners in successfully advancing EDI in philanthropy in the U.S. Consultants can provide guidance to tackle EDI strategies and help grantmakers to define or refine the meaning of EDI. This paper uses the broad definition of diversity and focuses particularly on racial and ethnic groups, LGBT populations, people with disabilities and women. Improving equity in this paper is to promote “justice, impartiality, and fairness within the procedures, processes, and distribution of resources by institutions or systems”(p.83). Inclusion refers to “the degree to which diverse individuals are able to participate fully in the decision-making processes within an organization or group”(p.83).

Congress Advisory Committee on Equity, Diversity, Inclusion, and Decolonization (2021) Igniting Change: Final Report and Recommendations.

<http://www.ideas-idees.ca/sites/default/files/sites/default/uploads/congress/igniting-change-final-report-and-recommendations-en.pdf>

This report is an overview of work of the Federation for the Humanities and Social Sciences’ (Federation) Advisory Committee on Equity, Diversity, Inclusion, and Decolonization and the recommendations on how to enable the Federation to pursue, embed, and advance EDI and decolonization at Congress and other Federation events.

Downes, R., Von Trapp, L., & Nicol, S. (2017). Gender budgeting in OECD countries. *OECD Journal on Budgeting*, 16(3), 71-107.

<https://dspace.ceid.org.tr/xmlui/bitstream/handle/1/1387/Gender-Budgeting-in-OECD-countries.pdf?sequence=1&isAllowed=y>

This OECD analysis conducted an analysis of gender budgeting through looking at each phase of the budget process and the different institutional actors in the process as potential entry-points for gender-responsive policy-making and presented the key results of the analysis.

Electricity Human Resources Canada (2020) Advancing Gender Diversity in Canada's Electricity Sector: A Compendium of Success Stories.

<https://electricityhr.ca/wp-content/uploads/2020/04/accord-compendium-final-web.pdf>

This report provides evidence of EDI in NZCE in Canada. This series of success stories illustrates the range of initiatives that companies across the electricity sector who've signed on to Leadership Accord on Diversity, Equity and Inclusion (previously "Leadership Accord on Gender Diversity") have been working on, for example, providing employees with training opportunities to advocate against workplace bullying.

International Institute for Sustainable Development (2021). Building Momentum for a Just Transition in Canada: perspectives from civil society.

<https://www.iisd.org/system/files/2021-04/building-just-transition-canada-civil-society.pdf>

This study conducted "surveys and semi-structured interviews with 48 organizations in Canada, including organized labour, environmental, Indigenous, and social organizations to identify how these groups define the just transition they are working toward, including what their goals and strategies are and key opportunities that could further just transition implementation and collaboration in Canada" (p.iii).

Glass, J. (2019) Gender-Lens Philanthropy: A practical guide for Canadian foundations. Philanthropic Foundations Canada

https://pfc.ca/wp-content/uploads/2019/12/pfc_gender-guide_nov_2019.pdf

This report is a practical guide to support foundations to learn about and apply a gender lens in their work. Key strategies mentioned in this report are "1) grant to initiatives focused on women, girls and gender equity; 2) apply a gender lens to granting practices; 3) increase equity in internal operations and governance 4) use gender-lens investment practices."(p.14)

Government of Canada. (2020). Best Practices in Equity, Diversity and Inclusion in Research.

<https://www.sshrc-crsh.gc.ca/funding-financement/nfrf-fnfr/edi-eng.aspx>

This is a guide for assessing EDI in research. EDI requirements and their related considerations are assessed under two criteria. "First, EDI considers the research team and the research environment, including: team composition and recruitment processes; training and development opportunities; and inclusion. Second, Feasibility considers the research plan, including: Indigenous research, and gender-based analysis plus (GBA+)".

Canadian Institutes for Health Research. (2021). Equity, Diversity and Inclusion Resources. <https://cihr-irsc.gc.ca/e/52553.html>

This is a source of EDI work in Canadian Institutes for Health Research, including EDI in research design and practices, EDI in the research environment, Respectfully involving Indigenous communities, Reducing unconscious bias in peer review, EDI and research excellence.

McKay, A. (2012) *Evaluating the Awareness Anti-Racism Training Program at the University of Victoria*. Master's thesis, University of Victoria, https://dspace.library.uvic.ca/bitstream/handle/1828/11680/McKay_Ashley_MACD_2020.pdf?sequence=1

This study evaluates the Awareness Anti-Racism Training Program offered by the Equity and Human Rights Office at the University of Victoria. "Participants were sent three electronic surveys; the first survey was sent before they participated in the Awareness Anti-Racism Training Program to set a baseline of knowledge. The participants then took part in the training program and were asked to complete a second electronic survey. Six weeks later, participants were asked to complete a third electronic survey. The key finding in this project was that the participants demonstrated a retention of knowledge and comfort with key terms six weeks following the training program. The participants demonstrated that they felt empowered to have conversations and take action to address issues of racism "(p.4).

Muro, M., Tomer, A., Shivaram, R., & Kane, J. (2019). *Advancing Inclusion through Clean Energy Jobs*. Brookings India. <http://hdl.handle.net/11540/10116>.

This study presents the "nature, needs and opportunities associated with the future clean energy workforce" across three major industrial sectors: clean energy production, energy efficiency, and environmental management, and explores the extent to which "such occupations will offer inclusive pathways to economic opportunity " in the US (p.5).

Piggot, G., Boyland, M., Down, A., & Torre, A.R. (2019) *Realizing a just and equitable transition away from fossil fuels*. Stockholm Environment Institute. <https://www.sei.org/publications/just-and-equitable-transition-fossil-fuels/>

This report examines the equity dimensions of just transition policies at both national and regional level in the context of the US and Thailand and presents key considerations and opportunities for improving justice and equity outcomes in diverse gender, race, class, age and ability groups in transition policy and planning. For example, providing grants to "help recently redundant oil and gas workers(or those at risk for redundancy) re-train or gain new accreditations."(p.2)

Pilsner, L., De Pous, P., Reitzenstein, A., & Gaventa, J. (2018) *Funding the just transition to a net zero economy in Europe: Opportunities in the next EU budget*.

<https://www.euki.de/wp-content/uploads/2019/02/E3G-Report-Funding-the-just-transition-to-a-net-zero-economy-in-Europe.pdf>

This report assessed seven proposed EU budget instruments and determined whether they align with just transitions through three dimensions : “1) whether this budget creates sustainable opportunities for workers and the economy of affected regions that work in synergy with national and EU strategies for the transition to net zero emissions. 2) whether opportunities created by the transition to a net zero emissions economy reliably benefit affected regions and stakeholders. 3) whether this budget helps ensure a reduced social impact from the shift away from unsustainable fossil fuel-based activities on affected regions and workers. “(p.10-11)

Saget, C., Vogt-Schilb, A., & Luu, T. (2020). *Jobs in a Net-Zero Emissions Future in Latin America and the Caribbean*. Banco interamericano de Desarrollo.

<https://doi.org/10.18235/0002509>

A report that explores why and how to achieve net-zero carbon emissions and identifies where jobs can be created in the sectors of sustainable agriculture, forestry, renewable energy, construction and manufacturing in Latin America and the Caribbean while transitioning to net-zero emissions. This report emphasizes that countries need to “establish the right policies to help workers and businesses acquire new skills through training and education and to create an enabling business environment to capitalize on opportunities and ensure decent working conditions.” (p.5)

Scott, K. A., Bray, S., & McLemore, M. R. (2020). First, do no harm: why philanthropy needs to re-examine its role in reproductive equity and racial justice. *Health Equity*. 4.1.

<https://doi.org/10.1089/heq.2019.0094>

This study discussed the importance of advancing structural equity and racial justice in philanthropy in the United States. Funders should fully “embrace and practice cultural rigor as they expand their portfolios to address reproductive equity. To create different partnerships and achieve different outcomes, funders must undergo the process of decolonizing their philosophies, priorities, practices, processes, power structures, and people in leadership”(p.21).

Scott, M. (2017). Developing a racial equity stance: moving philanthropy beyond diversity statements. Master’s thesis. Pepperdine University.

<https://digitalcommons.pepperdine.edu/etd/791>

This study examines the process of Eugene and Agnes E. Meyer Foundation’s attempt to build its capacity to “embed a racial equity lens in its operations and grantmaking strategy”(p.iii). Meyer Foundations embarked on an initiative to build internal capacity and develop a racial equity stance. Events included in the initiative are discussion of racial equity goals, kickoff meeting, values workshop, consultant check-in meeting and course correction, racial equity stance conservation series, articulating the stance meetings.

Tamtik, M., & Guenter, M. (2019). Policy Analysis of Equity, Diversity and Inclusion Strategies in Canadian Universities—How Far Have We Come?. *Canadian Journal of Higher Education/Revue canadienne d'enseignement supérieur*, 49(3), 41-56.
<https://doi.org/10.7202/1066634>

This study examines the EDI strategies employed in Canadian universities, including “institutional political commitment (e.g. new equity offices, new senior administration positions, mandatory training), student and faculty recruitment with programmatic and research supports (e.g. diversity admission policies, scholarships, access programs, curriculum changes), accompanied by broader efforts to create supportive institutional climates (e.g. student advisors, awards, celebrations).” (p.41),

Taylor, P. (2021). For the sake of the communities they serve, non-profits need to step up in combatting internal inequities, Leadership Lab.
https://www.theglobeandmail.com/business/careers/leadership/article...rrier:+Social+Network+Media&utm_campaign=Shared+Web+Article+Links

This article describes the work the non-profits in Canada should take to alleviate the inequalities in the society, including retiring the notion of charity, resisting the scarcity mindset, drawing from your communities, and creating a culture of bravery.

York University Committee on Equity, Diversity and Inclusion (2017) Equity, Diversity and Inclusion Action Plan Recommendations for York University.
<https://research.info.yorku.ca/files/2017/10/EDI-Report-Final-Dec-15-2017.pdf>

This action plan describes how York University “sustains the participation of individuals from the federally mandated four designated groups (FDGs) – women, Aboriginal Peoples, persons with disabilities and visible minorities – within their allocation of Canada Research Chairs.”(p.3)

Yu, H.C. Nicholson, B. Nash, L. (2013) *The California Endowment Diversity, Equity and Inclusion Report Card*. Social Policy Research Associates Report.
<https://www.spra.com/wordpress2/wp-content/uploads/2014/07/TCE-Diversity-Audit-2013.pdf>

This report card presents the results of an Internal organizational audit of the foundation’s diversity, equity and inclusion policies and practices. The assessment framework identifies and defines three key institution support areas that influence the quality of the foundation’s work in diversity and inclusivity.1)“Developing a shared vision of the Foundation’s diversity work which involves building institution-wide awareness, understanding, and endorsement of the organizational mission to promote diversity”(p.2)”2)Ensuring an authorizing environment to support diversity and inclusivity, which involves creating permission to talk about and engage in diversity-related work with the foundation’s backing as leverage for social

change”(p.2)”3)Establishing adequate organizational capacity, which involves creating and maintaining appropriate organizational policies, procedures and systems to implement the work.”(p.2). In addition to these three areas, (a) diversity data tracking and reporting; (b) strategic grantmaking focus on diversity and inclusivity; and (c) philanthropic leadership are also assessed in the audit.

Background Literature on EDI and Net Zero Carbon Economy outside of Canada

Articles included in this section must cover both EDI and NZCE simultaneously and published in a journal. These articles can discuss an issue of EDI in a NZCE outside of Canada, not necessarily with implementation guidance. Articles with implementation guidance of EDI in a NZCE outside of Canada are included in section 1.

Baruah, B. (2017). *Renewable inequity? Women's employment in clean energy in industrialized, emerging and developing economies*. In *Natural Resources Forum* (Vol. 41, No. 1, pp. 18-29). Oxford, UK: Blackwell Publishing Ltd. <https://doi.org/10.1111/1477-8947.12105>

This paper is a review of existing academic and practitioner literature on “women’s employment in renewable energy in industrialized nations, emerging economies and developing countries” (p.18). It sheds light on the “similarities and differences in occupational patterns in women’s employment in renewables” (p.18) in industrialized, emerging and developing economies, and makes recommendations for optimizing women’s participation(e.g. creating opportunities for training, education, apprenticeships, employment placement, financial tools and supportive social policies).

Brown, K., & Corbera, E. (2003). Exploring equity and sustainable development in the new carbon economy. *Climate Policy*, 3(sup1), S41-S56. <https://doi:10.1016/j.clipol.2003.10.004>

This paper examines the “implications of forest carbon projects for different aspects of equity and sustainable development” in Mexico. A wide range of stakeholders are involved in these projects, including stakeholders from government, private sector and civil society. Two elements of equity are discussed, including access to markets and forests and legitimacy in decision-making and institutions. Women’s welfare is also central to the project framework.

Carley, S., & Konisky, D. M. (2020). The justice and equity implications of the clean energy transition. *Nature Energy*, 5(8), 569-577. <https://doi.org/10.1038/s41560-020-0641-6>

Abstract: The transition to lower-carbon sources of energy will inevitably produce and, in many cases, perpetuate pre-existing sets of winners and losers. The winners are those that will benefit from cleaner sources of energy, reduced emissions from the removal of fossil fuels, and the employment and innovation opportunities that accompany this transition. The losers are those that will bear the burdens, or lack access to the opportunities. Here we review the current state of understanding—based on a rapidly growing body of academic and policy literature—about the potential adverse consequences of the energy transition for specific communities and socio-economic groups on the frontlines of the transition. We review evidence about just

transition policies and programmes, primarily from cases in the Global North, and draw conclusions about what insights are still needed to understand the justice and equity dimensions of the transition, and to ensure that no one is left behind.

Chapman, A., & Okushima, S. (2019). Engendering an inclusive low-carbon energy transition in Japan: Considering the perspectives and awareness of the energy poor. *Energy Policy*, 135, 111017. <https://doi.org/10.1016/j.enpol.2019.111017>

Abstract: Engendering a low-carbon energy transition is necessary to limit climate change impacts and temperature rises. Ideally, this transition would be inclusive, incorporating all stakeholders, however, the issue of energy or fuel poverty is a major obstacle to this goal. This research investigates energy poverty in Japan using a subjective, multidimensional energy poverty measure, clarifying the linkages between energy poverty and an inclusive, just transition in terms of energy system and policy awareness, behavior and preferences. Through the analysis of an original survey, we uncover that there is a marked difference between low-income and energy poverty households' environmental awareness, and their subsequent attitude toward the low-carbon energy transition. Currently, the energy poor have a negative attitude toward the low-carbon energy transition in Japan, causing a lack of self-reported engagement which will not engender an inclusive, just transition. Our findings suggest that if the Japanese low-carbon energy transition were to be inclusive, a further 5 percent of households could participate in the low-carbon energy transition through access to solar or renewable energy capital. Findings identify the need for policies targeted at the energy poor, specifically promoting access to solar capital and low-carbon technologies, in addition to existing policies targeted at low-income households.

Elliott, L., & Setyowati, A. B. (2020). Toward a socially just transition to low carbon development: The case of Indonesia. *Asian Affairs*, 51(4), 875-894. <https://doi.org/10.1080/03068374.2020.1835000>

This paper examines Indonesia's climate mitigation efforts and transition to a green, low carbon economy and found that "existing forms of injustice can exacerbate challenges for decarbonisation action and that low carbon transitions initiatives have been unable to overcome various forms of injustice and have, in some cases, created new injustices" (p.875). Elliott and Setyowati draw on three dimensions of injustice: procedural, distributive and recognition and state that the active participation of local communities and the most vulnerable groups especially Indigenous communities and women should be considered in just transitions.

Johnson, O. W., Han, J. Y. C., Knight, A. L., Mortensen, S., Aung, M. T., Boyland, M., & Resurrección, B. P. (2020). Intersectionality and energy transitions: A review of gender, social equity and low-carbon energy. *Energy Research & Social Science*, 70, 101774. <https://doi.org/10.1016/j.erss.2020.101774>

This paper reviews the academic literature to understand “the state of knowledge on how diffusion of low-carbon technologies impacts gender and social equity” in low carbon energy transitions”(p.1) Johnson et al., found that renewable energy projects alone cannot achieve gender and social equity. “If existing power asymmetries related to access and resource distribution are not addressed, the same structural inequalities will be replicated and transferred to new energy regimes” (p.1).

Martiskainen, M., Sovacool, B. K., & Hook, A. (2021). Temporality, consumption, and conflict: exploring user-based injustices in European low-carbon transitions. *Technology Analysis & Strategic Management*, 33(7), 770-782.

<https://www.tandfonline.com/doi/pdf/10.1080/09537325.2020.1841895>

Abstract: The urgency of climate change means that low-carbon transitions are needed in large socio-technical systems such as energy and transportation. These transitions must be rapid, but also fair. An emerging body of evidence suggests that users have important roles in transitions, yet much previous research has examined user involvement while assuming it to be largely a positive force. This goes against a growing amount of evidence within socio technical studies that highlight the potentially obstructive or negative role that users may play in transitions and innovation. In this study, we pose a critical question: In what ways may users perpetuate injustices within a transition? To answer this question, we provide conceptual background on energy justice and user adoption of low-carbon energy and mobility technologies. We then analyse users and energy injustices in three low carbon transitions –solar energy in Germany, electric vehicles in Norway, and smart meters in Great Britain – based on empirical data from interviews, focus groups, and internet forums. Our main contribution is to show how users in low-carbon transitions are not always positively engaged, or even neutral, but can introduce and contribute to inequality and exclusion.

McCauley, D., Ramasar, V., Heffron, R. J., Sovacool, B. K., Mebratu, D., & Mundaca, L. (2019). Energy justice in the transition to low carbon energy systems: Exploring key themes in interdisciplinary research. <https://doi.org/10.1016/j.apenergy.2018.10.005>

Abstract: With the dual challenges of reducing emissions from fossil fuels and providing access to clean and affordable energy, there is an imperative for a transition to a low carbon energy system. The transition must take into consideration questions of energy justice to ensure that policies, plans and programmes guarantee fair and equitable access to resources and technologies. An energy justice framework is outlined to account for distributional, procedural and recognition inequalities, as well as emerging themes such as cosmopolitan and non-Western understandings of justice, in decision-making relating to energy systems. The spectrum of research offers critical perspectives on the energy transition as well as tools for decision-making and policy processes. Quantitative, qualitative and mixed methods all contribute to our understanding of the problems and the success of responses. The studies presented in this special issue illustrate that the field of energy justice is a rapidly growing arena. There is constant innovation taking place in enabling the transition with new structures, processes and metrics being introduced to guide

decision-making and a more holistic view of the community emerging where acceptance, mobilisation and empowerment are opening possibilities for a just transition to a low carbon energy system. The importance of introducing the interdisciplinary approach between social sciences and natural sciences as well engineering implementation supported by scientific data and experiments shall be emphasized in future studies.

Mullen, C., & Marsden, G. (2016). Mobility justice in low carbon energy transitions. *Energy Research & Social Science*, 18, 109-117. <https://doi.org/10.1016/j.erss.2016.03.026>

Abstract: Mobility systems raise multiple questions of justice. Work on mobility justice and policy often treats different elements of the debate separately, for example focussing on environmental justice or accessibility. This is problematic as it can privilege policy solutions without a full view of the winners and losers and the values implicit in that. Using analysis of current policy, we investigate how mobility justice can reconcile its different components, and find two major consequences. First, is doubt about the justice of the existing policy approach which tries to tackle transport pollution primarily through a shift to low emission vehicles. This approach privileges those with access to private vehicles and further privileges certain sets of activities. Second is a need to reassess which basic normative ideas should be applied in mobility justice. Work on mobility justice has tended to appeal to conceptions of justice concerned with access to resources including resources enabling mobility. These conceptions say little about how resources should be used. We show that avoiding stark inequalities means collectively thinking about how resources are used, about how we value activities involving mobility, and about what sorts of goods and services we create.

Mundaca, L., Busch, H., & Schwer, S. (2018). ‘Successful’ low-carbon energy transitions at the community level? An energy justice perspective. *Applied Energy*, 218, 292-303. <https://doi.org/10.1016/j.apenergy.2018.02.146>

Abstract: The aim of this paper is to critically analyse so-called ‘successful’ low-carbon energy transitions under the energy justice magnifying glass. We focus on two case studies that have been arguably referred to as successful local energy transitions in the literature: Samsø (Denmark) and Feldheim (Germany). The study examines community perspectives and causal inferences about perceived energy (in)justice during the transition to a low-carbon local energy system. Theories of justice and process tracing form the core of our methodological approach. We identify and examine evidence in relation to four main areas: consultation processes, information flow/sharing, decision-making and outcomes. The findings reveal that the transition processes were triggered by a multi-dimensional crisis in a unique context, and highlight the role of procedural justice in the investigated areas. Multiple tensions and conflicts were identified (notably concerning the location and ownership of wind turbines). However, and strongly driven by local, bottom-up, intensive information and consultation processes, evidence of perceived procedural justice was found in both cases. With regard to distributive justice, communities perceived the outcomes of the transition as beneficial to some groups, particularly from the point of view of benefits for individuals. Perceived energy justice was more positive if social and environmental outcomes were considered, including the implementation of compensation

schemes. However, a quantitative analysis is required to qualify these assertions. With due limitations, we conclude that the perceived fairness of procedures, as identified in both cases, seemed to be a critical pre-condition for the perceived legitimacy of outcomes.

Outka, U. (2018). Fairness in the Low-Carbon Shift: Learning from Environmental Justice. In Energy Justice. Edward Elgar Publishing.

<https://brooklynworks.brooklaw.edu/cgi/viewcontent.cgi?article=1541&context=blr>

This paper investigates how to embed environmental justice in modern environmental law and how to address the low-carbon shift “that is rolling the electric power industry and the fairness narratives competing for precedence as the industry finds itself forced to evolve”(p.794). This paper also “highlights ways in which environmental justice is already informing the low-carbon transition and considers how structural integration of environmental justice in emerging regimes might begin to be achieved.”(p.794)

Pallett, H., Chilvers, J., & Hargreaves, T. (2019). *Mapping energy participation: A systematic review of diverse practices of participation in UK energy transitions, 2010–2015*. UK Energy Research Centre.

<https://d2e1qxpsswcpgz.cloudfront.net/uploads/2020/03/ukerc-systematic-mapping-of-energy-participation-2010-2015.pdf>

This report is a systematic review of public engagement in the UK energy system 2010-2015. It explores the diversity, inclusion and equality of public and civil society involvement in the UK energy system. A wide range of actors are participating in this system, including “users of energy technologies, consumers, householders, an aggregate population, unaffected or neutral publics, affected, active or marginalized communities, active citizens and activities” (p.6-7).

Pearl-Martinez, R., & Stephens, J. C. (2016). Toward a gender diverse workforce in the renewable energy transition. *Sustainability: Science, Practice and Policy*, 12(1), 8-15.

<https://doi.org/10.1080/15487733.2016.11908149>

Abstract: We explore gender diversity in the energy workforce and highlight the value of systematic assessment of women’s participation in the move toward sustainable renewable-energy systems. A gender imbalance in the energy sector workforce is apparent in countries throughout the world, yet women’s participation in, and contributions to, the energy industry have not been systematically characterized. As the energy sector transitions from fossil-fuel dominated systems toward more efficient, sustainable renewable-based systems, new opportunities for a more inclusive energy workforce are emerging. We are concerned, however, that if the energy industry does not prioritize gender diversity now, the renewable energy transition could perpetuate and deepen, rather than reduce, gender inequality. Although research demonstrates that diversity enhances innovation and creativity, there is minimal attention to considering and promoting diversity within the energy workforce. In this Community Essay we explore how greater consideration of the role of gender and the value of diversity in energy could provide multiple social benefits, including promoting more sustainable practices, accelerating innovation,

enhancing women's opportunities, and empowering communities to engage in energy-system change.

Setyowati, A. B. (2021). Mitigating inequality with emissions? Exploring energy justice and financing transitions to low carbon energy in Indonesia. *Energy Research & Social Science*, 71, 101817. <https://doi.org/10.1016/j.erss.2020.101817>

Abstract: Many countries around the globe demonstrate a growing commitment to achieve universal electrification in alignment with Sustainable Development Goal 7. Indonesia is among the countries that have made a concerted effort to alleviate energy poverty, mindful that around 25 million of its citizens live without access to electricity. This article examines Indonesia's efforts to realize its vision of energy justice by mobilizing private finance for renewable rural electrification. In particular, it investigates to what extent and in what ways Indonesia has addressed energy justice issues and their social implications. Interviews and document analysis reveal that Indonesia's energy justice vision has manifested in policies and initiatives that focus narrowly on distributive energy justice in terms of energy accessibility and affordability. However, procedural and recognition aspects of energy justice remain unaddressed. Such a myopic interpretation of energy justice has resulted in policies that prioritize large scale and on-grid solutions and substantially reduce financial options for small and distributed renewable energy initiatives. It also perpetuates spatial inequality and reinforces the exclusion and disempowerment of energy poor communities from energy decisions. The findings suggest that for a broader energy justice vision to be realized, it will be necessary to design and implement energy policies that holistically address all elements of energy justice and facilitate the use of diverse forms of finance to address energy poverty.

Siciliano, G., Wallbott, L., Urban, F., Dang, A. N., & Lederer, M. (2021). Low-carbon energy, sustainable development, and justice: Towards a just energy transition for the society and the environment. *Sustainable Development*. <https://doi.org/10.1002/sd.2193>

Abstract: Governments and civil society are increasingly aware that the decarbonization of energy systems needs to be aligned with justice principles of recognition, distribution, and process. This paper establishes a conceptual linkage between "sustainable development", "low-carbon energy transitions" and "energy justice" and examines social priorities to address peoples' competing priorities associated with low-carbon energy interventions. By analyzing a renewable energy project in Vietnam as a case study, the paper shows that linking social priorities to energy justice provides a useful contribution for energy policy makers toward a better understanding of the multidimensional and complex aspects of low-carbon energy transitions, and how different segments of society prioritize and perceive them for the achievement of socially just energy decisions.

Sorman, A. H., García-Muros, X., Pizarro-Irizar, C., & González-Eguino, M. (2020). Lost (and found) in transition: Expert stakeholder insights on low-carbon energy transitions in Spain. *Energy Research & Social Science*, 64, 101414. <https://doi.org/10.1016/j.erss.2019.101414>

Abstract: Despite losing its low-carbon energy transition path in the last decade, Spain, since 2017, has picked up its commitment to complying with the objectives set out in the Paris Agreement for ratcheting 2030 and 2050 ambitions. This research departs from an extensive in-depth expert stakeholder engagement, proposing a research process of scoping: reaching out to academics, NGOs, administrators, energy providers and the private sector among other agents that guide the future of transitions in Spain; listening: identifying, through interviews, the knowledge gaps; understanding: manifesting answers of the multitude of over 200 expert stakeholders and participating: extending out and disseminating results. We present five central emerging themes on: ambitions and temporalities of targets highlighting ambition gaps across stakeholder groups for 2030 and 2050 objectives; the future of carbon and nuclear energy pushing for eventual closure of both across distinct points in time; the rollout of renewable energy technologies in a transition pursuit; preferences on fiscal and policy measures to facilitate investments and priority sectors of action and ultimately discuss gender equality and justice, and the lack thereof, in energy decision making. Our research summons up the delicate intricacies of the transition debate in Spain, setting a discursive space in hopes of contributing to the future design of the Law on Climate Change and Energy Transition.

Sovacool, B. K. (2017). Contestation, contingency, and justice in the Nordic low-carbon energy transition. *Energy Policy*, 102, 569-582. <https://doi.org/10.1016/j.enpol.2016.12.045>

Abstract: The five Nordic countries have aggressive climate and energy policies in place and have already emerged to be leaders in renewable energy and energy efficiency. Denmark is renowned for its pioneering use of wind energy, Finland and Sweden bioenergy, Norway hydroelectricity and Iceland geothermal energy. All countries aim to be virtually “fossil free” by 2050. This study explores the Nordic energy transition through the lens of three interconnected research questions: How are they doing it? What challenges exist? And what broader lessons result for energy policy? The study firstly investigates the pathways necessary for these five countries to achieve their low-carbon goals. It argues that a concerted effort must be made to (1) promote decentralized and renewable forms of electricity supply; (2) shift to more sustainable forms of transport; (3) further improve the energy efficiency of residential and commercial buildings; and (4) adopt carbon capture and storage technologies for industry. However, the section that follows emphasizes some of the empirical barriers the Nordic transition must confront, namely political contestation, technological contingency, and social justice and recognition concerns. The study concludes with implications for what such historical progress, and future transition pathways, mean for both energy researchers and energy planners.

Sovacool, B.K., Martiskainen, M., Hook, A. et al. (2019). Decarbonization and its discontents: a critical energy justice perspective on four low-carbon transitions. *Climatic Change* 155, 581–619 <https://doi.org/10.1007/s10584-019-02521-7>

Abstract: Low-carbon transitions are often assumed as positive phenomena, because they supposedly reduce carbon emissions, yet without vigilance, there is evidence that they can in fact create new injustices and vulnerabilities, while also failing to address pre-existing structural drivers of injustice in energy markets and the wider socio-economy. With this in mind, we

examine four European low-carbon transitions from an unusual normative perspective: that of energy justice. Because a multitude of studies looks at the co-benefits of renewable energy, low-carbon mobility, or climate change mitigation, we instead ask in this paper what are the types of injustices associated with low-carbon transitions? Relatedly, in what ways do low-carbon transitions worsen social risks or vulnerabilities? Lastly, what policies might be deployed to make these transitions more just? We answer these questions by first elaborating an “energy justice” framework consisting of four distinct dimensions—distributive justice (costs and benefits), procedural justice (due process), cosmopolitan justice (global externalities), and recognition justice (vulnerable groups). We then examine four European low-carbon transitions—nuclear power in France, smart meters in Great Britain, electric vehicles in Norway, and solar energy in Germany—through this critical justice lens. In doing so, we draw from original data collected from 64 semi-structured interviews with expert participants as well as five public focus groups and the monitoring of twelve large internet forums. We document 120 distinct energy injustices across these four transitions, including 19 commonly recurring injustices. We aim to show how when low-carbon transitions unfold, deeper injustices related to equity, distribution, and fairness invariably arise.

Background literature on Net Zero Carbon Economy and EDI in Canada

Articles included in this section must cover both EDI and NZCE simultaneously and published in a journal. These articles can discuss an issue of EDI in a NZCE in Canada, not necessarily with implementation guidance. Articles with implementation guidance of EDI in a NZCE in Canada are included in section 2.

Lieu, J., Sorman, A. H., Johnson, O. W., Virla, L. D., & Resurrección, B. P. (2020). Three sides to every story: Gender perspectives in energy transition pathways in Canada, Kenya and Spain. *Energy Research & Social Science*, 68, 101550. <https://doi.org/10.1016/j.erss.2020.101550>

This study applies an Alternative Pathways framework to explore different gender perspectives of energy transition pathways including: “(1) on-stream pathways that exist within the mainstream pathway to promote equal opportunities for women and men, as well as niches for energy innovations without challenging the high-carbon energy regime; (2) off-stream pathways that depart from the mainstream and promote differences across different genders while creating niches outside the energy regime; and (3) transformative pathways that are fundamentally different from the previous mainstream and includes all gender perspectives in a new energy regime.” Applying this framing, in Canada, this study explored Indigenous perspectives in the oil sands sector.

How Funding and Philanthropy can support EDI

This section focuses on reports or literature that discuss how funding and philanthropy can support EDI in all research contexts, not contextualized specifically to NZCE. Reports discussing how to support EDI in a NZCE are included in section 1, 2, 6, or 7.

Azevedo, L., Gaynor, T. S., Shelby, K., & Santos, G. (2021). The complexity of diversity and importance for equitable philanthropy. *Nonprofit Management and Leadership*, 31(3), 595-607. <https://doi.org/10.1002/nml.21448>

Based on a case study of Florida community foundations, this paper found that “diversity is understood in different ways and the presence of diverse board members may be linked to advancing the interests of diverse communities and in achieving outcomes that assist in the needs of certain social groups.”(p.595). Foundation and philanthropic effectiveness will be improved if board members of community foundation have substantive representation and diverse in “age, race, gender, LGBTQ affiliation, gross family income, political orientation, disability status, and education background.”

Bearman, J., Ramos, H. A., & Pond, A. S. (2010). Moving Diversity Up the Agenda: Lessons and Next Steps From the Diversity in Philanthropy Project. *The Foundation Review*, 2(2). <https://doi.org/10.4087/FOUNDATIONREVIEW-D-10-00005>

This report describes the Diversity in Philanthropy Project in California and its commitment to increasing diversity and inclusive practice across organized philanthropy’s boards, staff, grantmaking, contracting, and investing. This study also examines the achievements of the Diversity in Philanthropy Project, including “mobilizing greater commitment among foundation leaders to voluntary action on diversity and enhancing both the knowledge base and data methodologies available for understanding diversity, inclusion, and equity in foundation work”.

Canada Research Chairs. (2018) Equity, Diversity and Inclusion Action Plan. https://www.chairs-chaieres.gc.ca/program-programme/equity-equite/action_plan-plan_action-eng.aspx

The action plan is aimed at “improving the governance, transparency and monitoring of equity and diversity within the program”. These actions support institutions in “making swift progress towards addressing the underrepresentation of the four designated groups (FDGs)—women, persons with disabilities, Indigenous peoples and members of visible minorities—within the program”.

Canadian Institutes for Health Research. (2021). Equity, Diversity and Inclusion Resources. <https://cihr-irsc.gc.ca/e/52553.html>

This is a source of EDI work in Canadian Institutes for Health Research, including EDI in research design and practices, EDI in the research environment, Respectfully involving Indigenous communities, Reducing unconscious bias in peer review, EDI and research excellence.

Clohesy, S., Dean-Coffey, J., & McGill, L. (2019). Leveraging Effective Consulting to Advance Diversity, Equity, and Inclusion in Philanthropy. *The Foundation Review*, 11(3), 10. <https://doi.org/10.9707/1944-5660.1483>

This paper describes and advocates for consultants as key partners in successfully advancing EDI in philanthropy in the U.S. Consultants can provide guidance to tackle EDI strategies and help grantmakers to define or refine the meaning of EDI. This paper uses the broad definition of diversity and focuses particularly on racial and ethnic groups, LGBT populations, people with disabilities and women. Improving equity in this paper is to promote “justice, impartiality, and fairness within the procedures, processes, and distribution of resources by institutions or systems”(p.83). Inclusion refers to” the degree to which diverse individuals are able to participate fully in the decision-making processes within an organization or group”(p.83).

Congress Advisory Committee on Equity, Diversity, Inclusion, and Decolonization (2021)
Igniting Change: Final Report and Recommendations.

<http://www.ideas-idees.ca/sites/default/files/sites/default/uploads/congress/igniting-change-final-report-and-recommendations-en.pdf>

This report is an overview of work of the Federation for the Humanities and Social Sciences’ (Federation) Advisory Committee on Equity, Diversity, Inclusion, and Decolonization and the recommendations on how to enable the Federation to pursue, embed, and advance EDI and decolonization at Congress and other Federation events.

EDGE Funders Alliance (2019) EDGE Conference and Encontro Report 2019.

https://docs.wixstatic.com/ugd/7dfbdd_b3f96b7d251846c99f2cf9bdf7539885.pdf

This report offers a short overview of discussions on how to improve equity and justice to further sustainable, global well-being., links to documents from the Symposium, and presents feedback from post-event surveys. This report also shares key initiatives that intended to promote greater equity and sustainable practice

Glass, J. (2019) Gender-Lens Philanthropy: A practical guide for Canadian foundations.
Philanthropic Foundations Canada

https://pfc.ca/wp-content/uploads/2019/12/pfc_gender-guide_nov_2019.pdf

This report is a practical guide to support foundations to learn about and apply a gender lens in their work. Key strategies mentioned in this report are “1) grant to initiatives focused on women, girls and gender equity; 2) apply a gender lens to granting practices; 3) increase equity in internal operations and governance 4) use gender-lens investment practices.”(p.14)

Government of Canada. (2020). Best Practices in Equity, Diversity and Inclusion in Research.

<https://www.sshrc-crsh.gc.ca/funding-financement/nfrf-fnfr/edi-eng.aspx>

This is a guide for assessing EDI in research. EDI requirements and their related considerations are assessed under two criteria. “First, EDI considers the research team and the research environment, including: team composition and recruitment processes; training and development

opportunities; and inclusion. Second, Feasibility considers the research plan, including: Indigenous research, and gender-based analysis plus (GBA+)”.

Government of Canada. (2020). Tri-Agency EDI Action Plan for 2018-2025.

https://www.nserc-crsng.gc.ca/NSERC-CRSNG/EDI-EDI/Action-Plan_Plan-dAction_eng.asp

The objective of this action plan is to guide initiatives and decisions to contribute to embedding EDI considerations into all aspects of research, including fair access to tri-agency research support and equitable participation in the research system, especially for these underrepresented groups: women, Indigenous Peoples (First Nations, Inuit and Métis), persons with disabilities, members of visible minority/racialized groups and members of LGBTQ2+ communities.

Mizrahi, R. (2019). Money talks—Philanthropists can foster gender and racial equity.

EBioMedicine, 49, 23.

[https://www.thelancet.com/pdfs/journals/ebiom/PIIS2352-3964\(19\)30717-0.pdf](https://www.thelancet.com/pdfs/journals/ebiom/PIIS2352-3964(19)30717-0.pdf)

This letter is a call for diversity, inclusion and equality in academia and particularly highlights the importance of supporting excellent women and women in color in academia.

Scott, K. A., Bray, S., & McLemore, M. R. (2020). First, do no harm: why philanthropy needs to re-examine its role in reproductive equity and racial justice. *Health Equity*. 4.1.

<https://doi.org/10.1089/heq.2019.0094>

This study discussed the importance of advancing structural equity and racial justice in philanthropy in the United States. Funders should fully “embrace and practice cultural rigor as they expand their portfolios to address reproductive equity. To create different partnerships and achieve different outcomes, funders must undergo the process of decolonizing their philosophies, priorities, practices, processes, power structures, and people in leadership”(p.21).

Scott, M. (2017). *Developing a racial equity stance: moving philanthropy beyond diversity statements*. Master’s thesis. Pepperdine University. 791.

<https://digitalcommons.pepperdine.edu/etd/791>

This study examines the process of Eugene and Agnes E. Meyer Foundation’s attempt to build its capacity to “embed a racial equity lens in its operations and grantmaking strategy”(p.iii). Meyer Foundations embarked on an initiative to build internal capacity and develop a racial equity stance. Events included in the initiative are discussion of racial equity goals, kickoff meeting, values workshop, consultant check-in meeting and course correction, racial equity stance conservation series, articulating the stance meetings.

Taylor, P. (2021). For the sake of the communities they serve, non-profits need to step up in combatting internal inequities, Leadership Lab.

https://www.theglobeandmail.com/business/careers/leadership/article...rrier:+Social+Network+Media&utm_campaign=Shared+Web+Article+Links

This article describes the work the non-profits in Canada should take to alleviate the inequalities in the society, including retiring the notion of charity, resisting the scarcity mindset, drawing from your communities, and creating a culture of bravery.

York University Committee on Equity, Diversity and Inclusion (2017) Equity, Diversity and Inclusion Action Plan Recommendations for York University.

<https://research.info.yorku.ca/files/2017/10/EDI-Report-Final-Dec-15-2017.pdf>

This action plan describes how York University “sustains the participation of individuals from the federally mandated four designated groups (FDGs) – women, Aboriginal Peoples, persons with disabilities and visible minorities – within their allocation of Canada Research Chairs.”(p.3)

Yu, H.C. Nicholson, B. Nash, L. (2013) *The California Endowment Diversity, Equity and Inclusion Report Card*. Social Policy Research Associates Report.

<https://www.spra.com/wordpress2/wp-content/uploads/2014/07/TCE-Diversity-Audit-2013.pdf>

This report card presents the results of an Internal organizational audit of the foundation’s diversity, equity and inclusion policies and practices. The assessment framework identifies and defines three key institution support areas that influence the quality of the foundation’s work in diversity and inclusivity.1) “Developing a shared vision of the Foundation’s diversity work which involves building institution-wide awareness, understanding, and endorsement of the organizational mission to promote diversity” (p.2) 2) “Ensuring an authorizing environment to support diversity and inclusivity, which involves creating permission to talk about and engage in diversity-related work with the foundation’s backing as leverage for social change” (p.2) 3) “Establishing adequate organizational capacity, which involves creating and maintaining appropriate organizational policies, procedures and systems to implement the work.” (p.2). In addition to these three areas, (a) diversity data tracking and reporting; (b) strategic grantmaking focus on diversity and inclusivity; and (c) philanthropic leadership are also assessed in the audit.

Appendix B: Baseline Research Methods

To support The McConnell Foundation’s new commitment to support an inclusive transition to an equitable ‘net zero carbon economy’ (NZCE) in Canada, we conducted research to identify organizations that are engaging in the net zero carbon economy and to identify the equity, diversity and inclusion (EDI) activities they are involved in. This document describes the research methods used for studying NZCE organizations and their EDI activities. Specifically, this document describes the research methods used to:

- Identify the sectors within the NZCE that the organization is involved in, including the energy sector, transportation sector, agricultural sector and financial sector as defined by the McConnell Foundation;
- analyse whether organizations are led by stakeholders of interest or are conventional and identify the stakeholders of interest that the organization is engaging through their activities. The McConnell Foundation identified stakeholders of interest that are currently under-represented in the net zero carbon economy and in climate transition planning, which includes women, youth, racialized communities, northern and coastal communities, immigrants and refugees, Indigenous peoples, and low-income households; and
- identify the equity, diversity and inclusion (EDI) activities that the organizations are engaged in, including 1) EDI commitments or targets, 2) supporting marginalized communities or organizations directly; and 3) EDI activities internal to the organizations.

Outline of this Document

1. Introduction to coding
 - 1.1 Coding Table
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 - 1.3 Date of Documentation
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2. Identification of Organizations for Analysis
 - 2.1 Finding the organizations’ websites
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 - 3.1 Identifying Sectors
Table 1: stakeholders of interest categories (category + keywords/examples)
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Table 2: sector categories (category + keywords/examples)
 - 3.4 Emergent categories (for sectors and stakeholders of interest)
4. Identifying types of Equity, Diversity, and Inclusion (EDI) Activities
Table 3: Types of EDI categories (category + keywords/examples)
5. Interrater Reliability

6. Appendix: Case Study of MakeWay

1. Introduction to coding

1.1 Coding Table

All coding was completed in a spreadsheet

In lieu of the table, we provide a full list of organizations being coded in Appendix.

1.2 Binary Coding

The coding was completed in binary (1 for yes, 0 for no) for the ability to perform quantitative analysis. If an organization was identified as stakeholders of interest led, the stakeholder of interest was identified qualitatively. The categories for Sectors, stakeholders of interest being addressed, EDI activities supporting marginalized communities directly, and EDI activities internal to the organization also each had one emergent category for “Other” which was identified qualitatively. For example, “Other” Sectors were coded such as climate change youth network, climate change policy advocacy, environmental conservation, or many more sectors within the NZCE.

1.3 Date of Documentation

The date that each organization’s website was checked is recorded. Any information added to the website after that date is not included in the analysis.

1.4 Documentation of Identification Evidence

For any evidence of any of the identification for stakeholders of interest or types of EDI, a PDF (using right click>print>save as PDF) was saved on the web page with a straightforward title which includes the organization name and overarching coding categories coded using that webpage/pdf. For example “Organization name _EDI activities internal to organization.pdf,” “Organization name _Stakeholders.pdf,”. If the part of the organization’s website that demonstrates the category cannot be saved to PDF, a screenshot should be taken and labelled in the same way. If multiple webpages were saved for one of the overarching categories, more details were added to the file name such as “organization name _EDI-engagement.pdf” or “organization name _EDI-resources” or “organization name _Stakeholders-gender.pdf”. Where possible, an acronym was used for the organization name to limit the length of the file name. All PDFs or screenshots were saved to the Google Drive folder under “Coding” > “Documentation.” Reports that were downloadable directly from the site that were used to determine any of the coding for any of the categories were also saved to the Documentation folder with the organization name, coding category and page number(s) used for the coding.

1.5 Language

If the website is in French or another language, we looked for the EN or English option on the website to view the english website. If this option did not exist, we right clicked on the website and used the “translate to english” function through google translate to automatically translate the webpage. The french translation for the “About” section of websites was “In Regards To.”

2. Identification of Organizations for Analysis

2.1 Finding the Organizations’ Website

The organizations’ websites were found by searching the name of each organization in google. The websites are all linked in the spreadsheet. If a website was not easily found, websites such as CanadaHelps, CharitableImpact.com, or Mycharityfund.ca that provided an overview of the organization often provided a link to the website. If no website was found after these extensive searches, organizations were identified as having no website, and were not analyzed in this study.

2.2 Multiple projects from the same organization

Where organizations had multiple projects identified, these are analysed as the organization's activities. For example, “Above Ground” was listed in the organizations table. However, Above Ground’s website says that it is a project of MakeWay, a national charity. MakeWay is also listed as an organization in this spreadsheet. Above Ground is then counted as a project of MakeWay and analysed as part of the MakeWay organization.

2.3 Organizations Not Analyzed

Organizations were not analysed if they are operating outside of Canada only, not doing environmental work in Canada, are not part of the Net Zero Carbon Economy, if they are a local government (such as a municipality, region, or First Nation government) or a company/corporation, if a website was not found after extensive searching, if their activities are focused on climate change adaptation only, or if they are within the Labour or Research/Academia sectors only. Reasons for not being analysed (Local government, no environmental work in Canada, operating outside of Canada only, no website, adaptation only, labour sector, or research/academia sector) are documented in the table in columns C to K. This study focuses on organizations that are groups, associations, and not-for-profit organizations. Therefore, other types of organization were not analyzed, such as private businesses and governments.

3. Categorizing Sectors and Stakeholders of Interest

3.1 Identifying Sectors

The McConnell Foundation identified the sectors that will be involved in transitioning to a net zero carbon economy in Canada, which includes the energy sector, transportation sector, agricultural sector, and financial sector.

Sectors that the organization was addressing were identified by checking and reading through the About, Mission, Vision, Our Work/Projects pages or equivalents. The Sector categories defined by McConnell Foundation are identified in Table 2.

Table 1: Sector Categories (sectors addressed by organization)

Category	Keywords/Examples
Energy	Energy; renewable energy; energy efficiency; fossil fuel transition; énergie; énergie renouvelable; efficacité énergétique; combustibles fossiles;
Transportation	Transportation; mobility; freight; aviation; rail; vehicles; transport; mobilité; voitures; bicyclette; avion; cargaison
Agriculture	Agriculture; food; nourriture;

Financial	Financial; financière; financier
Other	Must be somehow related to net zero carbon economy.

3.2 Identifying Stakeholders of Interest

We were asked to identify the stakeholders of interest that the organization is engaging through their activities. The McConnell Foundation identified stakeholders of interest that are currently under-represented in the net zero carbon economy and in climate transition planning, which includes women, youth, racialized communities, northern and coastal communities, Indigenous peoples, immigrants and refugees, and low-income households. Stakeholders of interest were identified in two dimensions. The first is by analysing whether organizations are led by stakeholders of interest or conventional. The second dimension was analysing the stakeholders of interest that the organization is engaging through their activities.

3.3 Identifying Stakeholder Makeup of Organizations

Stakeholders of Interest Led groups are groups that are run by communities often considered marginalized or by equity seeking groups. These groups were identified through the organization name or About/Mission/Team statements. For example, Women in Renewable Energy (Wire) or Indigenous Climate Action both identify Stakeholders of Interest in their organization name. We have not evaluated whether organizations are stakeholder of interest led through making any assumptions about the board members or staff. We have only identified organizations as stakeholder of interest led or if they explicitly state in their organization’s name or Mission/About/Vision that they are led by stakeholders of interest. We did not verify any claims made or the proportion of stakeholders of interest across leadership, staff, or board positions. For example, the organization “Climate Strike Canada,” in their About section of their website states that “Climate Strike Canada is a network of hundreds of students, young people, activists, and allies, connecting youth climate justice organizing from coast to coast” and therefore was identified as stakeholder of interest led (youth). These stakeholders of interest are defined in Table 1.

Conventional organizations refer to organizations which are not found to be led by communities often considered marginalized or equity seeking groups, and are led by people who have been more traditionally or dominantly involved in the sector.

Table 2: Stakeholders of Interest Categories (stakeholders who are supported by organization or directly involved with/running organization)

Category	Keywords/Examples
Gender Diversity	Women; girls; female; gender; nonbinary; transgender; trans; filles; femmes; genre; LGBTQ+;
Youth	Youth; young people; children; kids; teens; students; jeunes; jeunesse; enfants; des gamins; adolescents; adolescentes; étudiants; étudiantes
Racialized Communities	Racialized; Black; Visible minority; BIPOC; People of Colour; minorité; racialisé; race; racism; anti-racism; ethnicity;

Northern and Coastal Communities	Northern communities; coastal communities; Yukon, Northwest Territories, Nunavut, Arctic; flood prone communities/areas; collectivités nordiques; Territoires du nord-ouest; zones côtières; Arctique; rural communities; remote communities; coast; Atlantic;
Indigenous Peoples	Indigenous; First Nations; Inuit; Metis; BIPOC; elder; First Nation band/council; Aboriginal; native; indigène; premières nations;
Immigrant/Refugee	Immigrants; Refugees; newcomers; specific immigrant communities such as Jamaican Canadians; les immigrants; réfugiées; réfugiés; nationality;
Low-Income Households	Low income; poverty; faible revenu
Other (Emergent)	Seniors;

We checked the About, Mission, Vision, Values, Our Work, History or equivalent sections on the organization’s website to determine who is involved in the governance, creation, ownership, decision making and control/operation of the organization as well as stakeholders of interest being supported by the organization. Stakeholders of Interest are identified (Table 1) when they are either governing/leading the organization or a focus for support by the organization. For example, Dehcho First Nations Association was coded for stakeholders of interest (Indigenous) because it is an Indigenous-led organization. Citizens for Public Justice is not led by a stakeholder of interest group but focuses on poverty in Canada, climate justice, and refugee rights, so two stakeholder of interest categories were identified (immigrant/refugee and low-income households) because these stakeholder groups are a focus area of the organization’s work.

3.4 Emergent Categories for sectors and stakeholders of interest

Emergent categories were added during the coding process using the Other categories under Sectors and Stakeholders of Interest. Some examples include seniors or the homeless (for stakeholder of interest) and Indigenous Band/Council or municipality (for Sectors).

4. Identifying Types of Equity, Diversity and Inclusion (EDI) Activities

The McConnell Foundation asked us to identify activities that organizations engage in to support an inclusive transition to an equitable ‘net zero carbon economy’ in Canada.

Table 3 describes the types of EDI activities in which the organizations might be engaging in. The types of EDI activities were derived from the annotated bibliography. The bibliography provides insight into how to support an inclusive transition to an equitable ‘net zero carbon economy’ in Canada. Sixty two (62) papers and reports were gathered during the search. The annotated bibliography provided working definitions of EDI, and formed a basis for creating the methodology to search for EDI in the baseline of Net Zero Carbon Economy (NZCE) organizations.

Table 3: Types of EDI Activities

Category	Definition and Keywords
EDI Commitments, Targets, Goals	

Commitments or targets	Commitment; target; goal (related to equity, diversity, inclusion); commitment to increasing diversity; commitment to promote EDI; commitments to include more stakeholders of interest; commitments to inclusivity; mission to promote EDI; commitments to supporting stakeholder of interest groups; commitments to be an equal opportunity employer;
Resource compilation for public use and awareness campaigns	Attempts to generate spillover effects by raising awareness to others such as an overview of EDI initiatives or a document contains a range of links of EDI reports; resources for others to learn about stakeholders of interest; resources related to EDI; resources for engaging stakeholders of interest such as youth teaching/education resources; links to articles regarding Black Lives Matter, racism, oppression, colonialism; environmental racism resources;
Activities that support marginalized communities/organizations directly	
Monetary support	Investments; grants; subsidies; funding; income security; bursaries; scholarships;
Training	Training; skills development; investing in apprenticeships; capacity building; learning; education;
Employment support	Connecting community members to employment/jobs; provide web-based information tools to help communities find jobs; linking candidates to careers/jobs/work; bringing jobs to the community;
Physical support/efforts	Clean up environmental damage; site remediation; restoration; tree planting; creating gardens (specific to stakeholders of interest)
Community engagement and participatory action	Consultations (consulting marginalized communities in their work and co-development of programs and initiatives); co-design and co-development of projects and programs; partnerships with marginalized communities; partnerships with organizations run by stakeholders of interest; putting marginalized communities in decision making positions; encouraging leadership among stakeholders of interest; outreach and engagement with stakeholders of interest; encouraging/supporting activism within stakeholder of interest groups;
Other community supports/general support (Emergent)	Support workers, families or the wider community; (re)distributing benefits to community; maximize benefits to workers; enhance social security programs; creating a platform to support changemakers
EDI Activities Internal to the Organization	
EDI in recruitment processes	Hiring processes; recruitment of stakeholders of interest; recruitment processes; diversity statement for hiring; commitment to diversity/representation in hiring or recruitment for internal positions

Representation, such as changes to board and staff compositions	Substantive representation; Representation in staff, board members; team composition; changes to board and staff compositions; new senior administration positions; diversity in board members (if statements on diversity in board members are present); stakeholder of interest led groups;
EDI training, such as unconscious bias training	Internal EDI training; training; skills development; unconscious bias training; providing employees with training opportunities to advocate against workplace bullying; Awareness Anti-Racism Training Program; hosting capacity building workshops/trainings on gender and climate change; build internal capacity; discussion of racial equity goals, values workshop, consultant check-in meeting and course correction, racial equity stance conservation series;
EDI data tracking, reporting and evaluating	Organization tracking data on EDI; evaluating EDI activities in the organization; reporting on EDI in the organization; diversity data tracking and reporting; benchmarking and reporting; internal EDI targets; accountability
Gender budgeting and/or gender mainstreaming	Gender budgeting; gender mainstreaming; Efforts to consider impacts on women due to organizational or programming decisions/initiatives, as well as efforts to allocate resources with gender and other identity factors in consideration; GBA/gender based-Analysis; designing all policies and policy instruments with gender equality; gender-based assessment of budgets; incorporating gender perspective in all levels of budgetary process; restructuring revenues and expenditures to promote gender equality; gender mainstreaming in the budget process;
Other EDI activities internal to organization (vague or nonspecific)	Internal EDI policies and practices; creating permission to talk about and engage in diversity-related work; advancing structural equity and racial justice in philanthropy; practice cultural rigor as they expand their portfolios to address reproductive equity; new equity offices; decolonizing philosophies, priorities, practices, processes, power structures; embed a racial equity lens in operations and grantmaking; broader efforts to create supportive institutional climates (e.g. student advisors, awards, celebrations); institutional policy changes; promote “justice, impartiality, and fairness within the procedures, processes, and distribution of resources by institutions or systems”;

The following specific steps were taken to identify the EDI Activities outlined in that the organizations may be engaging in. The organizations’ websites were checked as follows:

- *About/Vision/Mission section* (for commitments or activities that support marginalized communities and equity seeking groups identified in Table 1)
- *Our Work/What We Do sections* (for EDI activities such as community supports like employment support, engagement, training, monetary support or other)
- *Hiring/work for us section* (for a statement on staff representation or practices for hiring stakeholders of interest)
- *Publications/news releases section* by title scanning for what could connect to EDI (for commitments, support of communities, internal activities)

- *Partners page* (to see if the organization has partnerships or engagement with communities or other community organizations involving stakeholders of interest; and whether they are signatories to any EDI initiatives)
- *Engagement pages* such as surveys, events, etc. (for engagement work the organization is doing with stakeholders of interest)
- *Resources section* (for EDI resources/public outreach work involving stakeholders of interest/reports of EDI activities).
- *Donate section* (to see if there is an explanation of where donations go. This can help determine if grants are provided to communities with stakeholders of interest, etc.)
- *Data reporting/breakdown or infographic* on EDI activities in the organization (for internal activities)
- *Any other website sections* that might provide helpful information.

5. Interrater reliability

Interpreter reliability can measure the extent to which members in the coding team assign the same value to the same variable (McHugh, 2012). Conducting interrater reliability is important because it can present the extent to which the data coding in the study are accurate representations of the variables measured. Conducting interrater reliability can ensure a significant level of agreement (consistency) between the two coders, ensuring consistency in the analysis. In this study, there are a total of 674 organizations, three researchers were responsible for coding the majority of organization, and Interrater reliability was checked. In this study, we calculate the Fleiss' Kappa statistic, which is frequently used to indicate the interrater reliability of three or more researchers. The Kappa reference table can be found in Table 4, which demonstrates the six-score range of Fleiss' Kappa statistic and the degree of agreement each of them represents.

Table 4 Fleiss' kappa Reference Table

Score Range	Degree to Agree
Less than or equal to 0	no agreement
0.01 – 0.20	none to slight
0.20 – 0.40	fair
0.41 – 0.60	moderate
0.61 – 0.80	substantial
0.81 – 1.00	almost perfect

Table x: Interrater Reliability Results

Variables	Fleiss' Kappa Score
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Stakeholder Makeup of Organization	0.956
Sectors	0.870
Stakeholders of Interest being addressed	0.811
Types of EDI activities	0.866

Case Study of MakeWay

During the course of this study, we found that many changemakers originally thought to be individual charitable organizations are projects that are part of MakeWay. Therefore, we have identified MakeWay as a unique case study.

MakeWay (formerly Tides Canada) comprises two associated organizations: MakeWay Charitable Society (BN 130560188 RR0001) is an operating charity that houses social change projects ranging from neighbourhood-scale initiatives to national conservation efforts on a shared administrative and governance platform. Separately, MakeWay Foundation (BN 868947797 RR0001) is a national charity and public foundation with a goal to enable nature and communities to thrive together.

MakeWay Charitable Society hosts many projects under its [shared platform](#). With the MakeWay shared platform, changemakers share a suite of [centralized organizational supports](#), and coaching when needed, so more time and money can go towards building strong, vibrant, just communities and a healthier planet (source: <https://makeway.org/solutions/shared-platform/>).

MakeWay projects in this study include:

- Above Ground
- Coalition for Action on Toxics (CAT)
- Climate Change Connection Manitoba (CCC)
- School for Social Entrepreneurs
- Shift Action for Pension Wealth and Planet Health
- Project Neutral
- Northern Youth Leadership (formerly Taiga Camp)
- Our Living Waters

Appendix C: Initial Baseline List of Organisations

	Organisation Name
1	350.org
2	Academy for Sustainable Innovation
3	ACAP Saint John – Atlantic Coastal Action Program
4	Accès Québec
5	Agincourt Community Services Association
6	Agroforestry & Woodlot Extension Society
7	AKi Energy
8	Alberta Biodiversity Monitoring Institute (ABMI)
9	Alberta Council for Environmental Education (ABCEE)
10	Alberta Ecotrust Foundation
11	Alberta Emerald Foundation
12	Alberta Energy Efficiency Alliance (AEEA)
13	Alberta Junior Forest Warden Association (AJFWA)
14	Alberta Tomorrow Foundation for a Sustainable Future
15	Alberta Wilderness Association
16	Algonquin to Adirondacks Collaborative
17	All Things Food
18	Alternatives, action network and communication for development
19	Alternative Land Use Services (ALUS) Canada
20	American Public Gardens Association
21	Amnesty International Canada
22	Ancient Forest Alliance
23	Apathy is Boring
24	Aqua Forum (Aqua Hacking?)
25	Arctic Eider Society
26	Area One Farms: Area One Farms Fund III
27	Artificial Reef Society of British Columbia
28	Assembly of First Nations (AFN)
29	Association of Canadian Mountain Guides (The ACMG)
30	Association québécoise de lutte contre la pollution atmosphérique (AQLPA)
31	Association québécoise des organismes de coopération internationale (AQOCI)
32	Atlantic Salmon Federation (ASF)
33	Baker Creek Enhancement Society
34	Bathurst Sustainable Development

35	BC Conservation Foundation (BCCF)
36	BC Cycling Coalition (BCCC)
37	BC Real Estate Association
38	BC Spaces for Nature Society
39	BC Tomorrow
40	Be the Change Earth Alliance
41	Better Environmentally Sound Transportation (BEST)
42	Biosphere Institute of the Bow Valley
43	Birds Canada
44	Bluenose Coastal Action Foundation (Coastal Action)
45	Bouffé-Action de Rosemont
46	Break the Divide
47	British Columbia Council for International Cooperation (BCCIC)
48	British Columbia Sustainable Energy Association (BCSEA)
49	Bruce Peninsula Biosphere Association
50	Bruce Trail Conservancy (BTC)
51	Building Up
52	BYTE - Empowering Youth Society
53	C.A.N.O.E.
54	C40 Cities
55	Camp Amy Molson
56	Camp Cosmos
57	Canada Green Building Council (CaGBC)
58	Canadian Association of Physicians for the Environment (CAPE)
59	Canadian Clean Economy Fund
60	Canadian Community Economic Development Network – Réseau canadien de développement économique communautaire (CCEDNet)
61	Canadian Environmental Law Association (CELA)
62	Canadian Environmental Network (RCEN)
63	Canadian Home Builders Association of BC (CHBA BC)
64	Canadian Institute of Forestry (CIF)
65	Canadian Network for Environmental Education & Communication (EECOM)
66	Canadian Organic Growers (COG)
67	Canadian Parks and Wilderness Society (CPAWS)
68	Canadian Parks and Wilderness Society – Northern Alberta
69	Canadian Parks and Wilderness Society – Southern Alberta
70	Canadian Society Promoting Environmental Conservation (SPEC)
71	Canadian Unitarians for Social Justice (CUSJ)
72	Canadian Urban Sustainability Practitioners (CUSP) Network
73	Canadian Water Network

74	Canadian Wildlife Federation (CWF) Project: Conservation Corps
75	Canadian Youth Biodiversity Network (CYBN)
76	Canadian Youth Business Council for Sustainable Development
77	Canadians for Clean Prosperity
78	Canopy
79	Carbon Conversations Toronto (CCTO)
80	CarbonZero
81	Central Lake Ontario Conservation Authority (CLOCA)
82	Central Okanagan Naturalists Club
83	Centre for Earth & Spirit Society (CESS)
84	Centre for Indigenous Environmental Resources (CIER)
85	Cercles des Jeunes Naturalistes (CJN) / Circles of young naturalists
86	Cetus Research & Conservation Society
87	Charlie's Freewheels
88	Check Your Head
89	Citizens Environmental Alliance (CEA)
90	Citizens for Public Justice (CPJ)
91	Citizens' Climate Lobby (CCL)
92	CityHive
93	Clean Air Partnership (CAP) Projects include: The Centre for Active Transportation (TCAT); and Clean Air Council
94	Clean Annapolis River Project Society (CARP)
95	Clean Foundation Project: Clean Climate Action School
96	Clean North
97	Clean Technology Community Gateway (CTCG)
98	Climate Action Network Canada – Réseau action climat Canada (CAN-Rac Canada)
99	IISAAK OLAM Foundation - Climate Action Youth Ambassadors Canada (CAYAC)
100	Climate Caucus (CC)
101	Climate Justice Saskatoon (CJS)
102	Climate Legacy (Project of Group of 78)
103	Climate Reality Project Canada (CRPC)
104	Climate Strike Canada
105	Climate Ventures, initiative of Centre for Social Innovation (CSI) and Foresight
106	ClimateFast
107	
108	Coast Conservation Endowment Fund Foundation

109	Community Energy Association (CEA)
110	Community Forests International
111	Comox Valley Land Trust (CVLT)
112	Regional Council for the Environment - Capitale-Nationale region (CRE)
113	Conservation Corps Newfoundland and Labrador (CCNL)
114	Conservation Council of New Brunswick (CCNB)
115	Conservation Halton Foundation
116	Cool North Shore Society
117	Cooperation Canada (formerly the Canadian Council for International Cooperation)
118	Couchiching Conservancy
119	Coule pas chez nous (CPCN) fondation
120	Council of the Great Lakes Region (CGLR)
121	Cowichan Social Planning Society (SPC)
122	CPAWS - Societe pour la nature et les parcs du Canada, Section Quebec (SNAP/CPAWS Quebec)
123	CPAWS - Wildlands League (Ontario)
124	CPAWS Saskatchewan
125	Credit Valley Conservation Foundation (CVC Foundation)
126	Credit Valley Conservation (CVC)
127	David Suzuki Foundation
128	Delta Waterfowl Foundation / Duck Hunters Organization
129	Dogwood Initiative
130	DreamRider Productions Society / Planet Protector Academy
131	Ducks Unlimited
132	Earth Rangers
133	Earthroots Fund
134	East Coast Environmental Law Association (ece law)
135	EcoHealth Ontario (EHO)
136	Ecojustice Canada
137	Ecologos Institute / Waterdocs
138	Ecology Action Centre (EAC)
139	Ecology North
140	Ecology Ottawa
141	Ecomuseum of Sainte-Anne-de-Bellevue
142	Ecoschools Canada
143	Ecosource
144	Ecospark Environmental Organization
145	Ecotrust Canada
146	Edmonton & Area Land Trust (EALT)
147	Edmonton Climate Hub
148	Edmonton Northlands

149	Educonnexion (program of Social Justice Connection)
150	Elk River Alliance (ERA)
151	Emerging Leaders for Biodiversity (ELB)
152	Energy Futures Lab (EFL)
153	Energy Mix Productions
154	EnviroCentre
155	Environment Funders Canada (formerly Canadian Environmental Grantmakers Network – CEGN)
156	Environment Hamilton (EH)
157	Environmental Defence
158	Environmental Law Centre (ELC)
159	Toronto and Region Conservation Authority (TRCA)
160	Toronto and Region Conservation Foundation (TRCF)
161	Environmental Leaders of Tomorrow - managed by Toronto and Region Conservation Authority (TRCA) and Toronto and Region Conservation Foundation (TRCF)
162	Environmental Youth Alliance (EYA)
163	ENvironnement JEUnesse (ENJEU)
164	Equiterre
165	Escarpment Biosphere Conservancy (EBC)
166	Essex Region Conservation Authority (ERCA)
167	Evergreen
168	Evoke Creatives
169	Exploring by the Seat of Your Pants
170	Faith & the Common Good: Greening Sacred Spaces (FCG)
171	Falls Brook Centre (FBC)
172	Farm Folk/City Folk
173	Food for Life (FFL)
174	Food Secure Canada (FSC)
175	Foothills Land Trust
176	For Our Grandchildren (4RG)
177	Force of Nature Alliance / Society
178	Forest Stewardship Council Canada (FSC Canada)
179	Foundation for Environmental Stewardship (FES)
180	Four Green Steps
181	Fraser Valley Conservancy (FVC)
182	Fridays for Future Calgary
183	Friends of Clayoquot Sound (FOCS)
184	Friends of Fish Creek Provincial Park Society
185	Friends of the Earth - Canada (FoE)
186	Friends of the Greenbelt Foundation
187	Fundy Model Forest Inc.

188	Gaia Project
189	Gen-Earth
190	Georgia Strait Alliance (GSA)
191	Georgian Bay Land Trust (GBLT)
192	Gibsons Marine Education Centre - now Nicholas Sonntag Marine Education Centre (NSMEC)
193	Global Shapers - an initiative of the World Economic Forum
194	Global Youth Education Network Society (genius)
195	Grand River Conservation Foundation (GRCF)
196	Grandmothers Act to Save the Planet (GASP)
197	Grassroots Learning Centre
198	Green 13
199	Green Action Centre
200	Green Bricks Education Society
201	Green Calgary Association
202	Green Communities Canada (GCC)
203	Green Economy Network (GEN)
204	Green Hope Foundation
205	Green Kids Inc.
206	Green Learning Canada Foundation
207	Green Neighbours 21
208	Green Schools NS (by Efficiency Nova Scotia)
209	Green Thumbs Growing Kids
210	Greenest City Environmental Organization
211	Greening Society of Metropolitan Montreal (Soverdi)
212	GreenPAC
213	GreenPAC project: Every Day Advocates (EDA)
214	Greenpeace Canada (originally Don't Make a Wave Committee)
215	Groupe d'éducation et d'écosurveillance de l'eau (G3E) (Water Education and Ecosurveillance Group)
216	GUEPE / WASP (United group of educators-naturalists and environmental professionals)
217	Haliburton Highlands Land Trust
218	Hamilton Naturalists' Club
219	Haut-Richelieu ecological environment interpretation center (CIME)
220	HUB Cycling
221	ICLEI – Local Governments for Sustainability
222	Ignatius Jesuit Centre of Guelph (Collaborative for Ecology)
223	iMatter Youth Movement
224	Indigenous Clean Energy Network (ICE)
225	Indigenous Climate Action (ICA)

226	Inside Education Society of Alberta
227	Island Nature Trust
228	Jane Goodall Institute of Canada
229	Jour de la Terre Québec – Projets Saint-Laurent (earthday.ca)
230	Just Earth: A Coalition for Environmental Justice
231	Just Food
232	KAIROS
233	Kamloops Naturalist Club
234	Kawartha Conservation
235	Kids for Turtles Environmental Education
236	Kids Right to Know
237	Kingston Field Naturalists (KFN)
238	Lake Huron Centre for Coastal Conservation (LHCCC)
239	Lake Simcoe Conservation Foundation (LSCF)
240	Lake Winnipeg Foundation (LWF)
241	Lakehead Region Conservation Authority (LRCA)
242	Land Stewardship Centre of Canada (LSC)
243	Leading Change Canada
244	LeadNow
245	Learning for a Sustainable Future (LSF)
246	Light House Sustainable Building Centre Society
247	MakeWay (formerly Tides Canada) foundation and charitable society
248	Manitoba Eco-Network
249	Manitoba Energy Justice Coalition
250	Manitoba Wildlands
251	Manitoba Youth Environment Network
252	Mères au Front
253	Metro Vancouver Youth Sustainability Network
254	Miistakis Institute for the Rockies
255	Mining Innovation Rehabilitation and Applied Research Corporation (MIRARCO)
256	MiningWatch Canada
257	Montreal Urban Ecology Center (Montreal Community Development Corporation) - centre ecologie urbaine de montreal
258	Municipal Natural Assets Initiatives (MNAI)
259	MyEffect
260	National Farmers Union
261	National Inuit Youth Council
262	Natural Capital Lab
263	Natural Step Canada
264	Nature Canada
265	Nature Conservancy of Canada (NCC)

266	Nature New Brunswick
267	Nature Quebec
268	Nature Saskatchewan
269	Nature Trust of New Brunswick
270	Nature United (TNC Canada)
271	Nature-Action Quebec
272	NatureKids BC
273	New Brunswick Environmental Network
274	New Brunswick Lung Association
275	North Coast Cetacean Society (BC Whales)
276	Nova Scotia Nature Trust
277	Nutrients for Life Foundation
278	Ocean Wise Conservation Association
279	Oceana Canada
280	Oceans North Charitable Society
281	Okanagan Nation Alliance
282	Oldman Watershed Council
283	One Tree Planted
284	Ontario Clean Air Alliance
285	Ontario Geothermal Association
286	Ontario Nature (formerly Federation of Ontario Naturalists)
287	Ontario Nature Youth Council
288	Ontario Secondary School Teachers' Federation
289	Ontario Sustainable Energy Association
290	Opportunities Waterloo Region
291	Ottawa Community Foundation
292	OurClimate.ca (previously Canadian Youth Climate Coalition/CYCC)
293	Oxfam Canada
294	Oxfam Québec
295	Pacific Peoples' Partnership
296	Park People
297	Passive Buildings Canada
298	Passive House Canada
299	Peel Environmental Youth Alliance
300	Pembina Foundation / Pembina Institute
301	Plenty Canada
302	Polar Bears International
303	Pollution Probe
304	Prairie Climate Centre (PCC)
305	Project Learning Tree Canada
306	Protect Our Winters Canada

307	Public Policy Forum
308	Quality Energy Systems of Tomorrow (QUEST)
309	Quebec Farmers Association
310	Québec Net Positif
311	Random Acts of Green
312	Raritan Headwaters Association
313	RAVEN (Respecting Aboriginal Values & Environmental Needs)
314	Recycling Council of Alberta
315	Reep Green Solutions
316	Regeneration Canada
317	Regenesis (non-profit organization)
318	Regroupement national des conseils régionaux en environnement du Québec
319	Regroupement vigilance hydrocarbures Québec
320	Renewable Cities (program of Simon Fraser University's Morris J. Wosk Centre for Dialogue)
321	Renewal Funds: Renewal 3 Social Trust
322	Resource Library for the Environment and the Law (Toronto)
323	Rethink Sustainability Initiatives
324	Richard Ivey School of Business
325	Royal Botanical Gardens - Young Environmental Science (YES) Alliance
326	Salal
327	Saskatchewan Environmental Society
328	Saskatchewan Forestry Centre
329	Science for Peace
330	Second Harvest Food Support Committee
331	Second Harvest Toronto
332	SeedChange (Formerly USC Canada)
333	SEEDS Connections
334	SHIFT Collaborative
335	Sierra Club Canada Foundation
336	Sierra Club of British Columbia Foundation
337	Sierra Youth Coalition
338	Small Change Fund (Wellington Water Watchers)
339	Solar and Sustainable Energy Society of Canada Inc. (SESCI)
340	Solon Transition Écologique à Montréal
341	STAND (formerly ForestEthics)
342	Strathcona Business Improvement Associaton
343	Student Energy
344	Students on Ice Alumni Delegation
345	Students on Ice Foundation
346	Surge Narrows Community Association, Diem Project

347	Surrey Youth Sustainability Network
348	Sustainabiliteens
349	Sustainability Network
350	Sustainability Solutions Group
351	Sustainable Buildings Canada
352	Sustainable Calgary Society
353	Sustainable Waterloo Region
354	Sustainable Youth Canada
355	Swim Drink Fish Canada
356	Swim Drink Fish Canada project - Fraser Riverkeeper Society
357	Swim Drink Fish project: Lake Ontario Waterkeeper
358	Synergy Sustainability Institute Society
359	T. Buck Suzuki Environmental Foundation
360	TakingITGlobal
361	The ChariTree Foundation
362	The Confederacy of Mainland Mi'kmaq
363	The Kenauk Institute
364	The Land Conservancy of BC (TLC)
365	The Natural Step
366	The Nature Conservancy in Minnesota, North Dakota and South Dakota
367	The Organic Council of Ontario (OCO)
368	The Otesha Project (Ride for Climate Canada)
369	The Rockies Institute Ltd
370	The Royal Canadian Geographical Society
371	The Society of High Prairie Regional Environmental Action Committee
372	The Starfish Canada
373	The Trust for Public Land
374	Thompson Okanagan Tourism Association
375	Toronto Atmospheric Fund (TAF)
376	Toronto Climate Action Network
377	Toronto Coalition of EcoSchools
378	Toronto Community Benefits Network (TCBN)
379	Toronto Environmental Alliance
380	Toronto Green Community (TGC)
381	Toronto Renewable Energy Co-op
382	Toronto Zoo Wildlife Conservancy
383	Toronto350.org
384	Trails Society of British Columbia
385	Transition Accelerator
386	TREC Charitable Foundation – Relay Education / TREC Education
387	Tree Canada

388	Tsawwassen First Nation (TFN)
389	Tsleil-Waututh Nation
390	U Unama'ki Institute of Natural Resources (UINR)
391	UBC Climate Hub
392	Victoria Immigrant & Refugee Center Society (VIRCS)
393	VIDEA – A BC-based International Development Education Association
394	Ville en vert
395	Vivre en Ville
396	Volta Research
397	Vuntut Gwitchin First Nation
398	Water Matters Society of Alberta
399	Watershed Watch Salmon Society
400	Watersheds Canada
401	West Coast Environmental Law
402	West Kootenay EcoSociety
403	Western Canada Wilderness Committee
404	Western Stockgrowers' Association (WSGA)
405	Whistler Centre for Sustainability
406	Wilderness Committee
407	Wildlife Conservation Society
408	Wildlife Conservation Society (WCS Canada)
409	Wildlife Preservation Canada
410	Wildsight
411	Wildstands
412	Windfall Ecology Centre
413	Windhorse Education Foundation
414	Women's Healthy Environments Network (WHEN)
415	World Wildlife Fund Canada
416	Wye Marsh
417	Yellowstone to Yukon Conservation
418	YMCA of Quebec
419	Young Naturalists Club of Nova Scotia
420	Youth Climate Action Summit
421	Youth Climate Lab
422	Youth4Nature
423	Yukon Conservation Society (YCS)
424	New Relationship Trust
425	Aboriginal Housing Management Association
426	ITK (Inuit Tapiriit Kanatami)
427	Native Women's Association of Canada
428	Inuit Circumpolar Council

429	Aboriginal Skilled Workers Association
430	Indigenous Works
431	Kawartha World Issues Centre
432	Three Nations Energy
433	AKRC = Anishinaabeg of Kabapikotawangag Resource Council
434	VIDEA
435	Kahnawà:ke Collective Impact (KCI)
436	Canadian Roots
437	VOW
438	For Our Kids
439	GRAN - Grandmothers Action Network
440	OXfam
441	Create Climate Equity
442	Women in Renewable Energy
443	Young Women in Energy
444	WISER
445	Women in HVACR
446	Black Environmental Initiative
447	EmpowerMe
448	Pacific Peoples Partnership
449	Faith and the Common Good
450	CREW (Community Resilience to Extreme Weather)
451	Suzuki Elders.
452	SCAN! (Seniors for Climate Action Now!),
453	For Our Grandchildren
454	ACORN
455	Low Income Energy Network
456	Citizens for Public Justice

Appendix D: Informed Consent Form

Date:

Study Name: Equity, Diversity, and Inclusion in the Net Zero Carbon Economy

Researchers:

Prof. Christina E. Hoicka, Principal investigator, cehoicka@uvic.ca

Dr. Aline Coutinho, Smart Prosperity Institute

Jessica Conroy, York University

Yuxu Zhao, York University

Ricardo D. Borjas, University of Victoria

Purpose of the Research:

This research is led by the team of Prof. Hoicka with the financial support from McConnell Foundation. You are invited to take part in this research project because you are employed by or lead an organization involved in the net zero carbon economy and may be a grantee of the McConnell Foundation. This research is led by Prof. Hoicka's Research Lab with the financial support from McConnell Foundation. The main purpose of this research will be to support the McConnell Foundation's new commitment to increase EDI in the Foundation's granting and investments as the McConnell Foundation seeks to support an equitable and inclusive transition to net zero carbon economy in Canada.

What You Will Be Asked to Do in the Research :

We will organize a 2 hours online Zoom workshop, this workshop will be moderated by Prof. Hoicka and Dr. Aline Coutinho of the Smart Prosperity Institute with support from lab associates. The McConnell Foundation will not be in attendance. This meeting will use Chatham House Rules, in which participants cannot reveal who made a specific comment in the workshop.

If you agree to participate,

- You will receive a draft report of the proposed EDI framework by November 16th, 2021.
- You will have a chance to provide feedback on the report in an online survey before the workshop.
- You are committing to attending a workshop where researchers will present the report details and you will have a chance to ask questions of researchers and to provide feedback to researchers and other workshop participants.
- You will have a chance to provide more feedback in an online survey after the workshop.
- This feedback will be incorporated into a final report that will be delivered to the McConnell Foundation.

Risks and Discomforts:

In this workshop, participants are requested to be aware that it is an open discussion event where we will focus on positive language and solutions to improve the proposed EDI Framework. Any potential power hierarchy is minimized as this workshop will be organized and moderated by Prof. Hoicka's research team and each participant will be given some time to share their views on the proposed framework that was developed by the researchers. The work which will be shared and critically evaluated is that of Prof. Hoicka's research team and all the positive and negative feedback provided by the participants will go directly to Prof. Hoicka's research team, which will be used to revise the EDI framework. As this is

purely a criticism and feedback of the EDI framework which will be developed by Prof. Hoicka's research team using secondary data analysis, we do not anticipate any physical, emotional/psychological, social/legal/economic, or privacy risks entailed by participating in the project.

Benefits of the Research and Benefits to You:

Participants may not receive any direct benefit from their participation in this study. However, the understanding of EDI framework will help to increase the equity, diversity and inclusion within their work and also help them to develop EDI focused proposals and can get more funding from donors and governments in the long run.

Voluntary Participation and Withdrawal: Your participation in the study is completely voluntary and you may choose to stop participating at any time. Your decision not to volunteer, to stop participating, or to refuse to answer particular questions will not influence the nature of your relationship with the McConnell Foundation now, or in the future. In the event you withdraw from the study, all associated data collected will be immediately destroyed wherever possible. Should you wish to withdraw after the study, you will have the option to also withdraw your data up until the analysis is complete.

Confidentiality: We will not collect the personal information. All information you supply during the research will be held in confidence and unless you specifically indicate your consent, your name will not appear in any report or publication of the research. There will be no audio/video recordings from the Zoom workshop. Lab associates will take the notes from the workshop and the notes will be stored locally on Prof. Hoicka's research team's personal computers. Your data will be safely stored in a password-protected [or encrypted] file on a secure computer and only research staff/research team members will have access to this information. We will encrypt [or password protect] any research data that we store or transfer. Confidentiality will be provided to the fullest extent possible by law.

The data collected in this research will be kept indefinitely and may be used – in an anonymized form - by members of the research team in subsequent research investigations exploring similar lines of inquiry. Such projects will still undergo ethics review by the HPRC, our institutional REB. Any secondary use of anonymized data by the research team will be treated with the same degree of confidentiality and anonymity as in the original research project.

This study will use the online Zoom platform to collect data, which is an externally hosted cloud-based service. When information is transmitted over the internet privacy cannot be guaranteed. There is always a risk your responses may be intercepted by a third party (e.g., government agencies, hackers). Further, while Prof. Hoicka's research team will not collect or use IP address or other information which could link your participant to your computer or electronic devices without informing you, there is a small risk with any platform such as this of data that is collected on external servers falling outside the control of the research team. If you are concerned about this, we would be happy to make alternative arrangements (where possible) for you to participate, perhaps via telephone. Please contact Prof. Hoicka's Research team for further information.

Questions About the Research? If you have questions about the research in general or about your role in the study, please feel free to contact Prof. Christina Hoicka by email (cehoicka@uvic.ca). This research has received ethics review and approval by the Human Participants Review Sub-Committee, York University's Ethics Review Board and conforms to the standards of the Canadian Tri-Council

Research Ethics guidelines. If you have any questions about this process, or about your rights as a participant in the study, please contact the Sr. Manager & Policy Advisor for the Office of Research Ethics, 5th Floor, Kaneff Tower, York University (telephone 416-736-5914 or e-mail ore@yorku.ca).

Legal Rights and Signatures:

I..... consent to participate in Equity, Diversity, and Inclusion in the Net Zero Carbon Economy study conducted by Prof. Christina Hoicka and her research team. I have understood the nature of this project and wish to participate. I am not waiving any of my legal rights by signing this form. My signature below indicates my consent.

Signature _____
Participant

Date

Signature _____
Principal Investigator

Date

1. Consent to waive anonymity

I,....., consent to the use of my name in the publications arising from this research.

Signature _____
Participant Name:

Date

Appendix E: Survey and Workshop Questions for Participants

Pre-Workshop questions

1. Are there any other reports that should be included in the Annotated Bibliography? If yes, please provide a reference and link, if possible.
2. Are there any other categories of EDI strategies that should be considered in the report analysis?
3. Given the analysis, what are some strategies McConnell Foundation should consider for their internal framework for evaluating EDI of its granting portfolio and provide ongoing support to improve EDI with partners?
4. The McConnell Foundation seeks to provide support to those who are currently marginalized or excluded from the transition to a net-zero carbon economy, as well as those who are most vulnerable to the impacts of climate change. How can this analysis inform the McConnell Foundation's efforts to evaluate EDI of its granting portfolio and provide ongoing support to improve EDI with partners?
5. Do you foresee any barriers that the McConnell Foundation should be aware of?
6. Do you have any additional feedback for the report?

Workshop Questions

Are a combination of pre- and post-workshop questions.

Post-Workshop Questions

1. Are there any other categories of EDI strategies that should be considered in the report analysis?
2. Based on the findings, what are some strategies McConnell Foundation should consider for their internal framework for evaluating EDI of its granting portfolio and provide ongoing support to improve EDI with partners?
3. The McConnell Foundation seeks to provide support to those who are currently marginalized or excluded from the transition to a net-zero carbon economy, as well as those who are most vulnerable to the impacts of climate change. How can this analysis inform the McConnell Foundation's efforts to evaluate EDI of its granting portfolio and provide ongoing support to improve EDI with partners?
4. Do you foresee any barriers that the McConnell Foundation should be aware of?
5. Do you have any additional feedback for the report?

Appendix F: Detailed Stakeholder Feedback and Quotes

This section of feedback includes detailed stakeholder comments that were provided in the surveys and workshops.

Stakeholder Led Organizations

Of concern was that the initial analysis found very few stakeholder led organizations operating in the net zero carbon economy in Canada, particularly for gender diversity, racialized, northern and coastal communities, seniors, immigrant and refugee, and low-income household led. During the workshops, study participants identified some additional stakeholder led organizations, but the numbers remain very low (Table 7). Analysis for Indigenous led and youth led organizations, that had higher numbers before and after the partition feedback, are considered in more detail.

Table 7 Lowest Frequency Stakeholder Led Organizations Identified

Gender Diversity Led Organizations	
Initial list: AreaOne Farms: Area One Farms Fund III Grandmothers Act to Save the Planet (GASP) Meres au Front Random Acts of Green Women’s Health Environments Network (WHEN)	Identified through workshop: Canadian Voice of Women for Peach (VOW) For Our Kids Grandmothers Action Network (GRAN) Oxfam Create Climate Equity Women in Renewable Energy Young Women in Energy Women and Inclusivity in Sustainable Energy Research (WISER) Women in HVACR
Racialized Led Organizations	
Initial list: Evoke Creatives	Identified through workshop: Black Environmental Initiative EmpowerMe Pacific Peoples Partnership Community Resilience to Extreme Weather (CREW)
Northern and Coastal Communities Led Organizations	
Initial list: Yukon Conservation Society (YCS) National Inuit Youth Council	Identified through workshop: -
Seniors Led Organizations	
Initial list: Climate Legacy(Project of Group of 78)	Identified through workshop: Grandmothers Action Network (GRAN)

Grandmothers Act to Save the Planet (GASP)	Suzuki Elders Senior for Climate Action Now! (SCAN!) For Our Grandchildren
Immigrant/Refugee Led Organizations	
Initial list: KAIROS	Identified through workshop: Pacific Peoples Partnership Community Resilience to Extreme Weather (CREW)
Low-Income Household Led Organizations	
Initial list: -	Identified through workshop: ACORN Low-Income Energy Network

Feedback from Participants

Numerous concerns were raised pertaining to stakeholder led organizations.

Pertaining to low-income households led organizations, study participants suggested that issues addressed by these organizations may intersect with concerns not immediately obvious in the NZCE space, such as poverty, homelessness, mental illness. For example, a study participant expressed, “I wondered how this issue might apply to populations more broadly experiencing poverty. Not all would come under what might be understood as a 'household' - e.g., populations experiencing homelessness. As well, I wondered about populations experiencing mental and/or physical health disabilities”.

The small number of racialized communities led organizations may be due to their capacity of securing funding and survival. Study participants suggested that the small number of organizations led by racialized groups may be due to the fact that these organizations are not well established, or because they might be more disruptive, which hinders their capacity for securing funding and survival. There is a need to consider the context, activities, and needs of racialized communities led organizations. Study participants expressed that, without a deeper engagement with organizations led by racialized groups, funders are unlikely to have a nuanced understanding of and consider how these organizations conceive and conduct EDI activities. Not considering the specific characteristics of racialized communities led organizations during funding allocation decision-making is problematic because it can significantly reduce the chances of these organizations to secure funding.

An important strategy identified by the workshop participants for supporting stakeholder-led organizations was to engage directly with stakeholders that McConnell Foundation would like to address. Most study participants identified the need to consult directly with equity seeking communities as a critically important strategy and to recognize co-design and decolonizing approaches to engagement. The rationale provided by one participant:

“Foundations have to learn more about decolonisation, they have to decolonize themselves and make sure they channel funds to decolonization organizations that are also operating in

decolonized ways. A simple way to explain the way we understand decolonization, it is about no longer giving resources to those who have resources but channeling resources to groups who do not get funded by most granters. A foundation also needs to assess how decolonized a group they fund is: how do they treat their employees, if they are a black-led or indigenous led group, how much do they represent the elite that always gets funding vs marginalized groups that do not get resources. Since our society is very much influenced by colonization, organizations who are designed to accelerate decolonisation are usually marginalized. Therefore, foundations should seek these marginalized groups. These are also groups who are not trusted by most. A foundation who is serious about doing this work should be able to trust groups that no one else trusts, which is I think in the DNA of McConnell Foundation.”

It is important to be critical about who establishes climate goals and targets, and consider the impacts these targets have on racialized communities and racialized communities led organizations. As expressed by a study participant, “climate goals are government goals. What civil society does is to protect minorities against the negative impacts of these goals that are not theirs. Multi-solving approaches are the way to go.”

Another participant told researchers that “Prioritizing stakeholder-led organizations strikes me as a particularly important strategy, amongst those named in this report draft.”

It was suggested by another participant to talk to the stakeholders of interest groups to learn what do they want for an EDI strategy? To learn how they would they define EDI and what practices and strategies should be implemented. The conventional groups have self-proclaimed what it is, turn the tables.

It was also suggested that the McConnell Foundation adopt decolonization as a central principle. Much of the foundation’s funding is grounded in colonial structures. Talking about fundamentally restructuring massive structures. Approach to engage in reciprocal adaptive management framework. Don’t really see that framework reflected in this table. Table is unidirectional--not reciprocal in tackling relationships in decolonization, reciprocity of learning and adapting and funding.

Recommendations

Transformational Change

Participants had many suggestions on how to focus on transformational change rather than tokenism and overburdening organizations with less capacity.

- **Develop funding programs in consultation with stakeholder led organizations.** To avoid the risk of creating burdensome processes and additional challenges that reduce the chances of stakeholder led organizations to secure funding and support, philanthropic organizations and other funders must consult with stakeholder led organizations in order to incorporate their perspectives and fully account for their needs and level of organizational capacity.
- **Targeted and context-specific engagement.** Each type of stakeholder-led organization addresses the needs and contexts of different vulnerable communities. Philanthropic organizations must thus consider the context and scope of their engagement and ponder what their actions and funding programs mean to the communities and organizations they are trying to help.

- Take a **problem solving approach** from the perspective of those most affected. Organizations with a focus on social, racial and economic justice can be leveraged to become key actors in the transition to a net zero carbon economy. These organizations may already be doing climate work, but in a way that is not widely recognized or that may not pass the screening for funding. It is important to consider these opportunities and nuances. Focus on multiple benefits that dovetail. E.g., address affordable housing, dovetail net zero.
- Take a **collaborative approach**. The McConnell Foundation and other funding philanthropic organizations must “reach out to the communities in the NZCE and ask them who and how we should be addressing”. Study participants suggested that The McConnell Foundation has to ask who they are going to engage with. They must have opening ears. Maybe it’s a good thing to slow down. EDI is a bit of a political space. ... There are instances that McConnell might need to sit in the back seat, and simply support organizations. It’s not enough to have a framework, implementable and actionable for it to work. If the research itself didn’t consult any youth and BIPOC, the solution must be informed by the same people to solve the problem. More voices should be included and reflected.
- **Engage and “listen”** to racialized equity-seeking led organizations. There is a pressing need to consult and engage with equity-seeking groups listed in the report, both to expand the list of groups identified, but also to get informed, expert feedback from these groups. Roundtables provide an appropriate first step towards better engaging with racialized communities led organizations.
- **Proactively invest** in racialized-led communities that have clear programs and a well-defined theory of change, even if these are disruptive. Racialized communities led organizations may have difficulty in securing funding due to the fact that they may not be well established or because of their disruptive characteristics. As expressed by a study participant, “This sector operates in a way that many people do not dare saying the truth or rocking the boat. As a result, the status quo does not change.”
- **View organizations in alliances and not in isolation**: study participants highlighted that the findings presented in the workshops provides a static overview of the organizations. They expressed the importance of thinking about how these organizations work through alliances and not in isolation. We need to think about EDI in the NZCE through a “more dynamic lens”.
- A **participatory framework**--meeting them where they are at, research and technical is not accessible to these groups.
- **Round tables and workshops**: consulting with Indigenous, Black and other racialized communities and BIPOC-led environmental organizations through roundtables; Organize workshops to bring together marginalized community leaders and BIPOC-led ENGOs to learn from them and identify ways to support their work in Indigenous, Black and other racialized communities.
- **Participatory program development** with vulnerable communities to assess strategic priorities, allowing vulnerable communities to set their EDI goals, consistent discussion about what supports can be provided aside from financial supports. Focus on who the target audiences are of the proposals, and what kind of analysis or projects are being presented to them, and the framework of those projects. Allow the communities to decide what it is that is most important to them and how to spend the funding, rather than having the community fit the category of funding

- by consulting with the community and having a listening phase, their needs will become evident.

- **Co-design:** Along with the activities outlined in the report, it would seem important to engage in co-design. This would involve both internal and external, arms length, advisories that can help with setting appropriate targets and engaging in a feedback cycle to inform the process over time. This could include setting targets or requirements for those who are funded - again building in feedback cycles for continuous review. This will also be optimized if processes are aligned with those of key strategic partners.
- An organization intentionally **shares or transfers power to an equity-seeking group**. There are many ways this could happen, some of which are listed already listed in the report, but you might want to make an explicit note that things like "substantive representation" or "gender budgeting" or "other EDI activities" might, to a particularly progressive organization, actually look like empowering an equity-seeking group as a partner vested with discretionary powers over budgets, governance, and other core systems. Robust BIPOC leadership, with support could get there.

Many examples of participatory research were offered by participants. For example,

- Toronto Environmental Alliance's report on local climate leadership (cite https://www.torontoenvironment.org/learning_guide).
- [paraphrase] A participant described a participatory research project with many organizations led by the city of Seattle. They emphasized the importance of who was leading this project, and described two really great equity focused organizations that were involved with designing and running and bringing others into the research. Really great ideas, folks involved in participatory process. In the next stage, the city set aside a budget for [the organizations] to decide how it got used to achieve climate goals. The participant suggested to work with those types of organizations for funding.

However, the concerns about overburdening equity seeking groups were heavily stressed. One participant asked the researchers: how do you consult those over consulted? Engaging in participatory research, if you are looking to increase EDI, speak to non-conventional organizations, and work with them to define scope of research. Pay people. Whatever your hourly rate is, is what they should get paid. To really make sure that they are engaged throughout the process including how the results are consolidated and communicated.

Indicators of Transformative Change

The study participants were asked for indicators of transformative change that could be assessed for funding strategies. The following indicators were suggested by the participants:

- How embedded are these things in the organization, what is overall staffing composition, what does it look like in diversity and leadership positions, are there principles embedded in the organization, it's equity principles in terms of how they work, representation on boards. Organizations doing this work, how much is external? Seeing a lot of points, how much are they doing internal work to change culture, organizational dynamic, what kind of training and processes are underway, how much work is there to do decolonization training, and understanding

and moving through white fragility, getting to the difficult stuff to embrace rather than making those statements.

- What is their [The McConnell Foundation’s] take on intersectionality? Working backwards on social determinants aspects, is this about poverty or systemic discrimination?
- Important information to gather and consider, what are they going to do as an organization, who are they going to sit with and spend some time with, go places, sit with people at leadership level with open ears, at community level, almost the only way to proceed with communities is that route. Internal work, who’s on their board, who can be a key advisor on politics? As a paid position, they can benefit from advice. Alliances, where are those key alliances that can inform. There are instances where the McConnell Foundation can be in the back, supporting other organizations. Growing people into roles, inspire versus impact, participatory impact is inspiring--what are the big system things going to do? Are there opportunities for the McConnell Foundation to sponsor scholarships, curriculum at universities that tap these areas?

Indigenous Led Organizations

Only 17 groups that are Indigenous led were found in the initial list as initially scoped. After youth led organizations, Indigenous led organizations were the second most prominent group. They were also the second most addressed group by conventional led groups. The participants identified an additional 15 Indigenous groups. All identified groups are in Table 8.

The study participants had a range of experience working directly with Indigenous organizations and communities on issues related to the net zero carbon economy. Some participants had first hand experience of working to decolonize their organizations, and of hiring and training staff that would directly support Indigenous led organizations that have limited capacity. However, it should be noted that no study participants were working in an organization that could be considered to be Indigenous led.

Table 8 Indigenous Led Organizations

<p>Initial list: AKi Energy Arctic Eider Society Centre for Indigenous Environmental Resources (CIER) IISAAK OLAM Foundation - Climate Action Youth Ambassadors Canada (CAYAC) Coast Conservation Endowment Fund Foundation Indigenous Clean Energy Network (ICE) Indigenous Climate Action (ICA) KAIROS National Inuit Youth Council Okanagan Nation Alliance Sahtu Renewable Resources Board The Confederacy of Mainland Mi’kmaq</p>	<p>The Society of High Prairie Regional Environmental Action Committee U Unama’ki Institute of Natural Resources (UINR)</p> <p>Identified through workshop: New Relationship Trust Aboriginal Housing Management Association (they are developing an in-house nation leading Indigenous energy advisor program) ITK (Inuit Tapiriit Kanatami) National and regional Metis organizations National Metis Council</p>	<p>Native Women’s Association of Canada Inuit Circumpolar Council Aboriginal Skilled Workers Association Indigenous Works Kawartha World Issues Centre - Indigenous leadership in community climate action planning Three Nations Energy Kenora Chiefs Advisory, AKRC and Bimose Tribal Council are Treaty 3 tribal councils Anishinaabeg of Kabapikotawangag Resource Council (AKRC) First Nations Health Authority in BC</p>
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Feedback from Participants

The most important feedback from the discussion was that there needs to be a much more careful look at the funding landscape for Indigenous organizations. Indigenous communities and action have been historically overlooked, and the limited findings of a short list of organizations being funded is a reflection of this neglect. The short list is also a clear indication of the limitations of using a systematic search to identify Indigenous participation in the net zero carbon economy.

Therefore, based on the workshop participants' experiences and the limited methodology, the findings presented should be viewed with caution as partial and fragmented. For this reason, our primary recommendation is to do a deep dive into understanding where action from Indigenous communities is coming from, how they understand EDI, and what they see as necessary support in the transition to a net zero carbon economy. This requires rigorous Indigenous understandings of how to both search organizations and how to support Indigenous people in the transition to a net zero carbon economy. This requires decolonizing methodologies and engagement strategies.

With this in mind, we very cautiously share our research findings related to how to support Indigenous people and Indigenous led organizations in the transition to a net zero carbon economy.

Bands, Tribal Councils, First Nations Health Authorities, and forms of local government are taking on work of the net zero carbon economy and should be recognized and included in any strategy going forward. However, many of these groups have been excluded from traditional funding networks that have prioritized the conventional led organizations in the environmental sector. Therefore, a fact finding mission needs to be done for what works for organizations. First Nations, Tribal Councils, AFN, Metis organizations may be the appropriate route to funding Indigenous People's participation.

Study participants told researchers that:

- Tribal councils have taken on roles in the net zero carbon economy. There are probably hundreds of tribal councils, and all will have climate / economy programs.
- Indigenous work happens at the community level, and is not typically recognized. Working with Indigenous bands is important to recognize their work. Indigenous groups are not recognized because what they pursue is not considered as important work. Fear of being perceived as partisan can be a major barrier. Indigenous groups would be excluded because a lot of what they do would be perceived as partisan, and it's a problem how we define partisanship, and affects what McConnell Foundation funds. There is a fear of being perceived as partisan groups.
- One participant has been working for over a decade on energy issues in Canada and has observed that a lot of work has been done by Bands and on their own dime. To push back on pipelines, nations have had to take that on, due to serious underfunding by philanthropy outside of traditional environmental groups. Indigenous Climate Action now has funding, but it was an uphill battle. The executive director used to work for her Nation and Band and moved over to create the organization Indigenous Climate Action that was severely underfunded.
- It would be important to work directly with Bands and Band Councils on the ground to identify these issues. However, some communities will have limited broadband Internet access and this has to be taken into account for engagement strategies.

Recommendations

Decolonizing Approaches

With this in mind, the strongest recommendation from the research team is to engage in decolonizing strategies in order to work directly with Indigenous groups and communities to co-create strategies of support that fit the context. There are several organizations, research projects and researchers in Canada that are taking decolonizing approaches to Indigenous rights holders' participation in the net zero carbon economy that McConnell or other philanthropic foundations can engage.

Funding options

- Some of the participants mentioned exploring possibilities of funding Tribal Councils and First Nations directly.
- Participants also mentioned the potential to fund established, conventional organizations to support Indigenous led organizations in a “dotted line” relationship.
- Upon reviewing the results, researchers recommend that the “dotted line” approach could also be applied to creating dotted line relationships between organizations that can be funded by philanthropic foundations and organizations that may be excluded from traditional philanthropic funding.

Skilled Trades and Training

It was observed that Indigenous communities might be vulnerable to access training, often later in life and training education aligns with conversations with Indigenous communities, and that skilled trades permeate all other categories, hiring Indigenous youth. Furthermore,

- Any Indigenous housing organization is focused on work around net zero
- The Aboriginal Housing Management Association are developing an in-house nation leading Indigenous energy advisor program.
- Every province has an Indigenous careers centre (for energy efficiency, construction, HVAC etc) to help Indigenous youth navigate clean energy skilled trades.

Youth Led Organizations

Feedback from Participants

The initial analysis found 40 youth led organizations (Table 9). While participants mentioned many youth led organizations the researchers missed, they cautioned that this is the most ephemeral and dynamic space, and difficult to keep track of as it is constantly changing. A participant told the researchers, that due to the dynamic nature of this space, by the time this search was pinned, probably by now another 100 organizations have started. It's not static, probably exponential growth. You can't keep up, the space is getting confused, where are alliances, where are processes for engaging, probably hundreds of youth organizations. You would need to give nudges and prompts to think beyond this list, and more dynamic organizing principles and ways to reach out. This is perhaps why this list was the largest of the stakeholder led groups.

For this reason, we chose to not update the list and analysis of Youth Led organizations. The list provided are of the organizations that have received funding. In order to engage youth organizations in the net zero carbon economy, suggestions included engaging youth led policy groups, university public interest

research groups, university divestment groups, local climate councils, and community organizations such as YMCA and YWCA. One participant mentioned that a way to map local youth organizations was to look at membership lists of volunteer centers and volunteer postings. They mentioned that Grant Connect is a national database of funders and fundees, searchable by category (including Youth Led Environmental causes).

The overlap between youth organizations and training was pointed out as obvious during the workshop, and some youth organization issues might also connect with labour and worker transitions.

Table 9: Youth Organizations Found

<p>Initial List: Apathy is Boring Break the Divide BYTE - Empowering Youth Society Canadian Youth Biodiversity Network (CYBN) Canadian Youth Business Council for Sustainable Development Check Your Head CityHive Climate Strike Canada Earth Rangers Emerging Leaders for Biodiversity (ELB) Evoke Creatives Foundation for Environmental Stewardship (FES) Fridays for Future Calgary Gen-Earth Global Shapers - an initiative of the World Economic Forum Global Youth Education Network Society (genius) Green Hope Foundation</p>	<p>iMatter Youth Movement Leading Change Canada Manitoba Youth Environment Network Metro Vancouver Youth Sustainability Network Ontario Nature Youth Council OurClimate.ca (previously Canadian Youth Climate Coalition/CYCC) Peel Environmental Youth Alliance Royal Botanical Gardens - Young Environmental Science (YES) Alliance SEEDS Connections Sierra Youth Coalition Student Energy Students on Ice Alumni Delegation Surrey Youth Sustainability Network Sustainabiliteens Sustainable Youth Canada TakingITGlobal</p>	<p>The Starfish Canada Toronto Coalition of EcoSchools UBC Climate Hub Young Naturalists Club of Nova Scotia Youth Climate Action Summit Youth Climate Lab Youth4Nature</p> <p>Identified through workshop: Fridays for Future Canada, ClimateLive, lots of university divestment groups Future Majority Generation Squeeze youth-led municipal policy groups in GTHA CSI - (Climate Ventures) University Public Interest Research Groups? Community Climate Council (Peel region) other youth society groups that could be engaged - YW and YMCA</p>
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Recommendations

Youth are the most heavily engaged stakeholder group in the net zero carbon economy in Canada, both by conventional stakeholders and as organizational leaders. Our recommendations for engaging with Youth Led organizations is to acknowledge that while there are some established organizations, the sector is ephemeral and dynamic. If philanthropic foundations wish to engage further with this sector, strategies should consider its dynamic, active, and ephemeral nature. This means targeted outreach to where youth are actively organizing – Global movements (such as Fridays for Future), universities and schools, and local communities are spaces where youth typically mobilize and co-create strategies for climate action. Given the circumstances and characteristics of youth led organizations, it is important to design funding

opportunities adjusted to the timeframes that are relevant to youth. And one participant asked: Are there opportunities for McConnell to sponsor scholarships to fund “next generation” of people thinking about these things?

Feedback from Participants (conventional stakeholder led)

The study participants provided four main types of feedback.

First, there were no surprises in the reported findings for conventional led organizations. It is well acknowledged that commitments or targets, as well as direct support for marginalized communities or organizations in the form of training and education, and community engagement and participatory actions are common practices by more conventional organizations. Many of the concerns expressed about the findings were focused on the difficulty in measuring transformational activities, and the concern that many activities presented are transactional.

Second, participants raised the concern that organizations that were categorized as conventional led might categorize themselves as stakeholder led. One of the participants mentioned that we might see numbers distributing differently between conventional and stakeholder led categories if a survey was conducted to learn whether groups see themselves as falling into categories that were selected, since some groups may not put a label on themselves. They agreed that there are the self-identified organizations that are getting funding, and there are also groups that would meet the stakeholder led criteria of this study, but may not be self-identifying in this way while receiving funding.

Third, participants mentioned that there can be a misalignment between how organizations represent themselves publicly and what they are doing. For example, study participants expressed that websites do not present in-depth information about the commitments and activities that organizations conduct to advance EDI. They also expressed that the available evidence presented in this report “looks very unidirectional”, not really giving insight into how organizations react and change when interacting with stakeholders of interest. As such, websites may not appropriately represent the depth of the EDI actions.

Finally, participants also raised that it is important to acknowledge and consider the potential of conventional led organizations to directly support stakeholder led organizations and communities of equity-seeking groups. It is fundamental to build capacity and awareness to facilitate this transition. Support from well-resourced conventional led organizations can be directed towards organizations with limited capacity to facilitate the transition to a net zero carbon economy. As one participant asked, “Can we turn some of these conventional organizations into powerful support? What is the evidence that the leaders are working in good faith?” Another participant shared the experience of a dotted line relationship that could occur by having a more resourced organization hire and train a member of an equity seeking group who could provide direct support to a less resourced organization led by the same equity seeking group that could provide input into the staff’s activities. This “dotted line relationship” allows a stakeholder led group influence over the staff member and support in their activities. These relationships need to be measured for the power dynamics, and whether is this a bonafide partnership, with capacity building and awareness building, to have them assist with goals.

Recommendations

The following recommendations are informed by the findings and feedback from study participants.

Qualitative research

to identify appropriate indicators of transformational activities. Study participants argued to encourage transformational rather than transactional activities in conventional led organizations. These activities included decolonizing activities and deep changes in organizational culture. One participant mentioned that an increase in diversity in leadership does not necessarily change organization culture, that may continue acting like “old white guys”. This could include organizations that embed anti-racist models into the culture. It also means questioning what is meant by training and education, whether it was a one-off event or a sustained program. Whether there are staff reading, discussion groups, community of practice models and evidence of on-going commitment to this work.

Another recommendation that is transformational to the sector is to encourage “dotted line” relationships, whereby a staff from a particular stakeholder group is hired in order to support a stakeholder led organization. Study participants described this as a “dotted line” relationship where the stakeholder led organization has some influence over the staff member being trained, and this develops into partnership and shared activities.

A key recommendation is to take more time to drill down into whether there is evidence of some indicators compared to others that can serve as evidence of how deep an organization is going compared to others. For further research this means going beyond looking at websites and having conversations and interviews regarding what organizations that are leading in EDI are doing in this area.

Survey Based Research

Conduct survey-based research to gain a more robust and nuanced understanding of conventional led organizations and the scope of their EDI activities. Given the number of organizations that are considered conventional led, survey techniques provide a suitable method to assess how they view their own leadership, the stakeholders of interest that they are addressing, as well as the range of EDI activities they are engaging in. Surveys can also help characterize processes of organizational learning and change as organizations engage with equity seeking groups and marginalized communities. A survey-based approach can highlight if and how organizations co-design their EDI activities with their stakeholders of interest, and how these organizations change internally as they learn about the needs of underserved and equity-seeking communities.

Feedback from participants:

EDI strategies

Feedback from Participants

When presented with EDI strategies and organizational leadership, the study participants raised concerns about

1. Whether EDI strategies are transactional or transformational;
2. Whether conventional and stakeholder led organizations should be analysed or addressed in the same manner.

Transformational or transactional nature of activities

Many of the participants expressed that the McConnell Foundation is asking important questions about EDI in the net zero carbon economy in Canada. Nonetheless, they also expressed deep concern over whether EDI strategies might address or exacerbate existing inequalities between well-resourced groups and groups that have been marginalized in the net zero carbon economy, given that the transactional costs to designing and implementing EDI strategies might be burdensome to small, underserved, and nascent organizations.

The participants outlined important risks to the implementation of EDI frameworks for granting. Some of these risks include:

Checklists and tokenism

- When George Floyd was killed, the Union of Concerned Scientists was publicly called out by a Black woman who resigned and called out working in green organizations. The organizations had all the right things in place with checklist, but hadn't done the important difficult to decolonize and make cultures anti-racist.
- It is important that EDI funding isn't a tokenistic, transactional pursuit. We should not be encouraging a paternalistic system in which organizations become benefactors to equity-seeking groups, but are themselves not changed to right the power imbalance that has led to the equity-seeking group's oppression or marginalization in the first place. What would be really atrocious is if EDI work becomes a new grant stream that gives already powerful organizations yet more money and power but does nothing to shift systemic power imbalances.
- One participant's biggest fear and red flag is that EDI becomes a mechanism to check a box: you've done it, no white guilt anymore, consultation and just business as usual. It's not a problem they are looking to solve, such as systemic racism. The strategies listed in the report are all good ones, but they are mostly within the scope of things that can happen within an organization while fundamentally maintaining the status quo in terms of governance, structure, power dynamics, etc.
- Participants raised caution about ceremonial actions: "Everyone does training that is one off and ineffective, a lot can go on underneath training to superficial checking boxes."

Layering demands and organizational capacity

- McConnell - and other philanthropic agencies - must take very seriously the risks of layering on EDI requirements on top of the existential challenges faced by many frontline organizations in light of COVID related disruptions to workforce burnout, sharp drop in volunteerism, support and access to funding and resources.
- What scares me the most about EDI: that it will become yet another administrative funding application hoop that organizations will have to jump through to access (increasingly limited) resources and funding. Funders talk the big talk about decolonizing, but then make you respond to 15 page questionnaires on funding applications. When not done right, I worry that EDI strategies can themselves perpetuate more inequality by biasing funding towards orgs that have the resources to pull together superficially good EDI “inputs” to funding applications.
- EDI is hard. Enforcing EDI as a granting criteria can be challenging because the outcomes of successful and genuinely transformative EDI strategies may not be immediately manifest. There is a risk that - if not done right - EDI frameworks themselves can end up excluding potential partners that may not at the moment have the bandwidth to articulate their EDI efforts in a way that aligns with the granter's frameworks.
- For organizations that are smaller than ours, or facing resource challenges, the main barrier is fitting within the funder language associated with standardization and best practices, because these two things can leave the most marginalized outside of the realm of funding, applicability, and criteria. A smaller organization or grassroots movement may not have the capacity to define their activities within this scope, but they are on the ground doing the work that needs to be done to empower the vulnerable.
- I have seen several well intentioned large organizations want to build Indigenous strategy, build advisory, more pressure from leaders approached daily, so many organizations reaching out and they [Indigenous groups] are over-requested. How can they contribute to synergistic efforts, tiny ones, doing lovely work, some organizations doing major projects. Scope and scale, where does that take them?
- McConnell Foundation has such a great opportunity, lots of money, good intent, trying to get it right. What is not transparent and is not a great strategy is if the McConnell Foundation presents a definition of EDI and implements it.

Recommendations

Separation of Analysis for Conventional and Stakeholder Led Organizations

The preliminary report presented the analysis and report of findings regarding conventional led and stakeholder led organizations simultaneously. A critical piece of feedback from the study participants widely held by study participants was that a more appropriate strategy is to separate the analysis of the conventional and stakeholder led organizations.

The reasons provided by participants for this decoupling are that

- EDI strategies are fundamentally different between conventional led and stakeholder led organizations
- Capacity is an important factor for a successful design and implementation of EDI strategies, and conventional led organizations are likely to have more capacity
- Using a single EDI framework to disburse funds may disproportionately benefit conventional led or other larger organizations

EDI strategies are fundamentally different between conventional led and stakeholder led organizations

- “The strategies listed in the report are all good ones, but they are mostly within the scope of things that can happen within an organization while fundamentally maintaining the *status quo* in terms of governance, structure, power dynamics, etc.” (Paraphrased)
- These EDI strategies were already set by conventional organizations. They’ve self defined EDI and that’s in the data here.
- It is curious and interesting that conventional led groups are committing to targets, and that groups of stakeholder led are not doing that. Their organization doesn’t do that, since the work they do every day is ingrained in what they do. There’s no need for commitments and targets since it’s what they do.
- Should the same measurement be used for these different types of organizations? It's one thing for conventional to have targets and training, etc., particularly if there are a lot of conventional stakeholder staff. If you're an Indigenous or BIPOC led organization, are you going to have those same statements, strategies and programs? It seems like a bit of oranges and apples to me. Is the comparison between conventional and stakeholder led organizations even valid?

Capacity is an important factor for a successful design and implementation of EDI strategies, and conventional led organizations are likely to have more capacity

- Capacity-wise stakeholder led organizations tend to be underfunded and cannot implement these principles in a robust way. It’s not about capacity to meet, it’s about responsibility to implement these frameworks. Why is there so much emphasis being put on vulnerable groups, rather than more emphasis placed on conventional groups, and more focus on processes to include stakeholders?
- “What’s real, follow the money of an organization’s budget. How much of the budget can be clearly tied to work in the EDI space? Might be more significant than what’s happening in the space. Organization size is important too.”

Using a single EDI framework to disburse funds may disproportionately benefit conventional led or other larger organizations

- “Using diversity or EDI as a framework for this work will be harmful if programs are not designed to address the specific needs of specific populations. Women as a diversity group need their own focus, but Indigenous people also need their own focus and Black people also need their own focus. So you should invest in culturally focused small organizations that have original ideas instead of channeling funds to established White-led organisations who create a EDI project on the side of their desk or to large Black led organizations or Indigenous led organizations who are so big that they are always selected to receive funds for everyone else without much accountability on whether they channel these funds to smaller grassroot groups closer to social innovation. In other words, it is not just about EDI, it is not just about funding Black led or Indigenous led organizations. It is about having clear priority population and not putting all diverse people under the same priorities, it is about investing in smaller groups and not sending

all the money to big groups, it is also about investing in ideas and not in people, because people who do not fit the profile get excluded even before the systems in your EDI framework kick in.”

EDI frameworks to disburse funds should incorporate a more nuanced, qualitative lens

- The McConnell Foundation can use the three categories of EDI activities presented for analyses, but focusing on qualitative aspects as opposed to only quantitative aspects. This would help mitigate the risk of privileging organizations that take many different measures to promote EDI, but do so in a tokenistic way.
- Intersectionality. There needs to be more in-depth work within the existing categories. There is a risk of lumping groups that are experiencing various forms of marginalization. Start by identifying the intersectional issue we want to tackle, focus there, gather advising on that particular issue, and consult an advisory who knows the sector and organizations specifically.

To address these concerns, this report provides separate analyses for conventional led and stakeholder led organizations. Some analyses presented in the preliminary report are omitted as the feedback was that some of these quantitative findings are misleading. Each type of stakeholder led group is addressed separately in the analysis and recommendations.

Stakeholder make up of organizations

3.1.3 Feedback from Participants

Participants provided critical feedback on the initial scope of organizations that were being analysed.

Due to the length of the list of conventional led organizations, and the small number of stakeholder led organizations found, the research participants were asked to focus on identifying any missing stakeholder led groups, but were not asked to identify any missing conventional led organizations. Therefore, this may not be a full or representative list of organizations supporting a transition to a net zero carbon economy in Canada.

Several key areas were identified by study participants as affecting the broader scope of organizations that were identified. The first was the history and structure of funding that philanthropic organizations can provide. The second was that the exclusion of labour organizations was considered important. Third, the participants considered that additional surveys of the existing organizations, as well as engagement of stakeholder led organizations that may not currently be involved in the net zero carbon economy would be critical to expanding the list, either through identification or encouragement.

History and Structure of funding

The sectors and stakeholder leadership reflect the structure and history of funding for a net zero carbon economy in Canada. Funding in Canada has determined the creation of groups, for example, this explains why there are far more environmental groups than energy and climate change groups, and why some groups choose to be social enterprises, social ventures or B corporations rather than non-profits. There is a disproportionate weighting towards broadly focused environmental groups since that is where the funding

has been, there are fewer climate change focused groups due to less funding for climate change. One participant summarized the observation of the sectors the organizations fall under by reminding us to be aware that you are not replicating a structure by making that observation.

Many social enterprises, ventures and B corporations were mentioned as being stakeholder led and serving stakeholders of interest. Several examples were given of social enterprises led by and serving people of colour and Indigenous communities. These groups are providing the functions of addressing EDI and decolonizing in the sector but are locked out of philanthropic funding opportunities in pursuit of stable financing they can receive as enterprises. One participant stated, “we specifically did not become a non-profit because the funding uncertainty did not allow us to do the work in the communities and we needed the ability to go to the bank and get financing. In many ways we are penalized for this from a funding perspective but at the same time we’re able to stay in market and deliver services to the communities we work with.”

Labour and Skilled Trades

Although several of the reports in the annotated bibliography presented to study participants address workers in a net zero carbon economy, one participant noted that “Socio-economic issues appear in the report in terms of 'low income households'. But no group was found specifically in this category. In the 'just transition' debate emphasis is placed on communities that will suffer as a result of the low carbon transition (i.e. those formerly dependent on fossil fuel-based industries) and on workers who will be displaced. I appreciate that (a) some government attention is already devoted to this and (b) this does not fall within traditional understanding of EDI. Nevertheless it is an equity dimension and perhaps some reference to it should be included. I note also that trade union organizations in Canada are increasingly active on this issue - for example in preparing the 'just transition summit' which is being organized in Ottawa for later this year. And the other EDI issues are receiving lots of attention too in the context of that event.”

Another participant argued to bring in skilled trades as part of the solution as labour groups and organizations are critical to the transition to a net zero carbon economy and critical spaces for increasing EDI in the NZCE in Canada. They stated “Our Net Zero future is going to be built off the backs of skilled tradespeople and frontline workers. While the annotated bibliography does include reports on 'including workers', I believe the EDI framework needs to go further and fully centre workers and skilled tradespeople in the EDI framework alongside other 'sector' and 'stakeholder' categories”

They pointed out that skilled trades permeate all other categories of stakeholders and the net zero carbon economy. Furthermore, they identified that a new report from HRAI outlines changing attitudes towards HVAC workers and their importance in a key element in a NZCE. There is, for example, a women in HVAC group (<https://www.womeninhvac.ca/>). This also creates linkages with community benefits networks that work with local communities, redefine big spending budgets but they don’t necessarily look at creating local jobs and examine barriers to employment.

Identifying Equity Seeking Groups to Lead a Transition to a Net Zero Carbon Economy

Hoicka et al. 2022, EDI in NZCE

Finally, in order to check the initial list of organizations and to address the McConnell Foundations goals of supporting the most vulnerable in the transition to a net zero carbon economy, one suggestion provided was to reach out to organizations in the list that are working with communities in the low-carbon context and ask them who should we talk to to broaden this out? And also to look at organizations that focus on social, racial and economic justice specifically, and see what is the extent to which they are already doing climate work and we are not aware of it. You can make assumptions but you just are not aware of it.