Pride at Work Canada/Fierté au travail Canada operates on the unceded, stolen and treatied traditional territories of hundreds of diverse Indigenous nations, which include Two-Spirit and LGBTQIA+ Indigenous communities. If you are unsure on whose lands you are currently working on and living on, please refer to www.native-land.ca to learn more.

Pride at Work Canada/Fierté au travail Canada’s main office is based in Tkarón:to/Toronto, which is covered by Treaty 13 signed with the Mississaugas of the New Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands. These lands and waters are the traditional homes and territories of and cared for by the Anishinaabeg, Wendat, Chippewa, Haudenosaunee, and the Mississaugas of the Credit First Nation.

There are over 70 treaties signed between the Government of Canada and diverse Indigenous nations. As a national organization, we support and uphold these treaties. In an act of reconciliation, we also endorse national Indigenous initiatives such as land and water sovereignty and protections and Indigenous human rights issues. We endorse the United Nations Declaration of Rights for Indigenous Peoples and strive to empower 2SLGBTQIA+ Indigenous peoples residing in what is colonially known as Canada.

Pride at Work Canada/Fierté au travail Canada’s mandate is to empower Canadian employers through dialogue, education and thought leadership to build workplaces that celebrate all employees regardless of gender expression, gender identity, and sexual orientation. In this regard, we empower and uplift Two-Spirit, Indigiqueer and LGBTQIA+ Indigenous peoples, while understanding the complexities of diverse Indigenous identities and that they are not defined by the English or French language. In this regard, we have partnered with 2 Spirits in Motion and Indigenous Works to support our initiatives in reciprocity with Indigenous communities.

To read Pride at Work Canada/Fierté au travail Canada’s 2022-2023 specific and actionable commitments to Indigenous reconciliation, please email us at info@prideatwork.ca.
Pride at Work Canada/Fierté au travail Canada

Through dialogue, education and thought leadership, Pride at Work Canada/Fierté au travail Canada empowers Canadian employers to build workplaces that celebrate all employees regardless of gender expression, gender identity and sexual orientation. We operate as a member services agency for employers, offering institutional education and guidance to organizations that make a commitment to support 2SLGBTQIA+ inclusion.

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“Plus ça change, plus c’est la même chose”, wrote a pessimistic Alphonse Karr in 1849. The more things change, the more they stay the same. While I try to remain optimistic, it’s getting awfully difficult for me to argue with Karr’s statement these days. In the late-1970’s, after years of hawking Florida orange juice, Anita Bryant built a second career out of selling hate against gays and lesbians. Her primary argument was that homosexuals can’t reproduce through sex with each other. So, we must have a biological imperative to “recruit” young people to our community and that makes us dangerous. Sure, Anita.

That argument sounds awfully familiar, doesn’t it? It’s because, even though our community continuously defies typecasting, our detractors stick to the same old scripts. As queer and trans people have become progressively more visible, we have been gradually afforded more of the simple rights others have always taken for granted. These successes have had no negative consequences for the rest of society. There are simply more people living their lives with self-respect and dignity. But, as is usually the case for marginalized groups, that increased visibility also makes us easier targets for those who wish us harm.

To people who don’t know our community or who don’t understand effective Diversity, Equity and Inclusion (DEI) practices, the annual onslaught of rainbow logos, Pride displays and corporate parade floats are signifiers of the economic inclusion of 2SLGBTQIA+ people. Unfortunately, those things are not drivers of inclusion. Even though it is objectively preferable to live in a society that engages in the performance of celebrating our community, flags and floats in and of themselves deliver no direct economic benefit to queer and trans people. They are simply the aesthetic output of a society that intends to be inclusive and takes pride (small p) in doing so.

We have a long way to go. Bisexual women still earn, on average, less than half of what straight men do in Canada; trans people continue to be shut out of broad swaths of the
labour market; and the primary beneficiaries of most “2SLGBTQIA+ inclusion programs” are still cisgender gay and lesbian people who are white, no matter which acronym is used to describe them.

Our community has never been handed successes. Any right that is currently held by a 2SLGBTQIA+ person in Canada was not gained because the notion dawned on a straight person to give it to them. It was because of the hard work and tenacious advocacy of queer and trans people ourselves. For a long time, Pride at Work Canada/Fierté au travail Canada focused primarily on supporting employers. But as times change and homophobic and transphobic bigots dust off old playbooks, our strategy must change too.

Our THRIVE program, which we introduced in 2020/21, empowered dozens of 2SLGBTQIA+ workers to take leadership in their own careers. So, we grew our leadership programs in 2021/22 to also include empowerment for 2SLGBTQIA+ employee resource group leaders (FLOURISH). The inaugural project of the research team we put in place this fiscal year focused on pathways to leadership for queer and trans people. Notice a trend? Our community needs leaders and champions. Pride at Work Canada/Fierté au travail Canada is going to continue doing its part to develop this valuable resource.

The implementation of our leadership programming has been a key contributor to our growth and our financial successes. The more we grow, the more talented and dedicated individuals we can hire. That gives us the strength we’ll need for what’s next. Whether things change or whether they stay the same, there is one thing I know to be more true than anything I have ever known. It’s that when queer and trans people are empowered to solve problems for our community, great things happen. Okay, I’ll admit that I know one other thing that is unequivocally true: Anita Bryant sucks (oranges).

Colin Druhan (he/him)
Executive Director
In the face of rising hate targeting trans and queer communities across Canada and around the world, it is more important than ever to support and uplift our 2SLGBTQIA+ communities and create opportunities to fight against hate and bigotry. I am extremely proud of the work Pride at Work Canada/ Fierté au travail Canada has done to respond to our community needs, and to support and grow 2SLGBTQIA+ leadership.

This year, our Board of Directors has looked for methods to introduce new perspectives from external sources to our boardroom discussions. As part of this effort, we organized a workshop with Delphi (Delphinium) Qharurulayqa Araya (she/her), Specialist of Education and Training and Coordinator of the Trans Youth Mentorship program at The 519 community center, who spoke about her work with trans communities and their experiences in the labour market.

The board also developed comprehensive board recruitment guidelines to ensure our value of diversity is reflected in the people and composition of the board. Additionally, I am proud of the work the board has done to support Pride at Work Canada/Fierté au travail Canada’s Action Plans, including approving internal policies to increase vacation days, improve access to benefits, and implement a group retirement savings plan.

As we continue to grow and continue our work to build more inclusion in workplaces and beyond, we are extremely grateful for the incredible work of our staff team to achieve the great successes highlighted in this Annual Report. As Chair, I would also like to extend my thanks to my fellow directors for their continuous support and dedication.

Lauren Flynn (she/her)
Chair
Throughout the 2022-2023 year, significant progress was made towards the following four Action Plan areas: Indigenous Reconciliation, Accessibility, Anti-Black Racism, and Poverty Reduction. Thanks to the introduction of a new Manager of Workplace & Culture role, filled by Londzo Drury (she/her) in May 2022, dedicated time was directed towards these key areas in collaboration with the Director of Programs, Jade Pichette (they/them).

Leading initiatives involved two comprehensive policy reviews. The first was conducted by an Indigenous Advisory Group led by Gabe A’tugwewinu Calderón (they/them) from Mokinan Consulting with contributions from Ashleigh Yöhtin Cardinal (she/they), from Nehiyaw from Whitefish (Goodfish) Lake First Nation; Jean Baptiste (they/them) from Wet’suwet’en nation in the Laksilyu clan, and Ozhawa Anung (they/them), Anishinaabeg from Rankin Reserve of Batchewana. The second review was conducted by Jefferson Darrell (he/him), Breakfast Culture’s Founder & CEO. Amendments to the Pride at Work Canada/Fierté au travail Canada Policy Manual will be implemented in 2023-2024 in response to report recommendations.
Alongside the policy reviews, we were proud to collaborate with the **Ontario Digital Literacy Network (ODLAN)**, who supported the creation of a formal virtual event accessibility checklist, in-person event accessibility checklist, and presentation accessibility checklist for internal use. ODLAN also reviewed the newsletter and website to improve accessibility.

Implementing the Poverty Reduction plan resulted in a number of changes in internal processes and benefits. For instance, a minimum pay rate was established, and Pride at Work Canada/Fierté au travail Canada became registered as a living-wage employer with the **Ontario Living Wage Network**. We were able to introduce a Health Spending Account, Professional Development Fund, and Group Retirement Savings Plan into the overall compensation package. We increased paid staff flex days from five to ten per year (in addition to the 15 days of paid vacation already in place) and eliminated the three-month waiting period for benefits.

By way of staff training, a number of professional development sessions were held to support staff learning and development in these four action plan areas. Some of these speakers included the following:

- A representative from **Fred Victor**, a social service charitable organization that fosters long-lasting and positive change in the lives of homeless and low-income people living across Toronto.

- **Rania El Malgummar** (she/her), a Sudanese Artist, Liberation Educator, Abolitionist, Anti-oppression Consultant who facilitated a session called “Divesting from White Supremacy”.

- Gabe A’tugwewinu Calderón (they/them) from **Mokinan Consulting**, a collective of passionate, radical and diverse educators devoted to decolonizing workplaces, places of learning and home environments through an anti-oppressive lens.

- **Kathleen Daunt** (she/her) from **The New School of Finance**, an organization that provides accessible and affordable financial planning advice and advocates for financial literacy through speaking engagements, workshops and online courses.

- **Stephanie Jonsson** (she/her) and **Angela Stanley** (she/her) from **ODLAN**, an organization that offers consulting to build the infrastructure and capacity to create 2SLGBTQIA+ inclusive online resources and programming.

While a lot was accomplished, there is still more work to be done. We look forward to engaging with this work even further in 2023-2024. To access a copy of our Action Plans, please email **info@prideatwork.ca**.
Introduced Workplace and Culture Team
A new department called Workplace and Culture was created under the leadership of the new Manager of Workplace and Culture, Londzo Drury (she/her). Working alongside Finance and Administrative Coordinator Shamira da Silva (they/she), this remarkable team introduced a series of transformative changes to internal resources and processes. The team’s many accomplishments in the 2022-2023 fiscal year include the formalization of a social committee that organizes monthly staff engagement events, the transformation of our recruitment and onboarding processes, the development of a comprehensive calendar for professional development and training, the implementation of improved staff policies and benefits, the streamlining of financial processes, and the reorganization of our office space.

Implemented New Group Retirement Savings Plan
Londzo Drury (she/her), Manager of Workplace and Culture, also spearheaded the implementation of Pride at Work Canada/Fierté au travail Canada’s new Group Retirement Savings Plan (GRSP). With input from the Executive Director and the Finance Committee,
this initiative led to the creation of a fully customized and equitable GRSP plan with CommonGood. Setting this plan apart is its unique feature of employer contributions calculated based on the average salary of the organization, freeing employees from any mandatory contribution requirements. This innovative plan structure proved to be such an immense success, that it was added as a new offering by CommonGood! This new benefit was only made possible by Londzo’s leadership and the board’s approval of the Poverty Reduction Action plan and significantly enhances the financial well-being of the Pride at Work Canada/Fierté au travail Canada team.

**New Research Project and Research Team**

Pride at Work Canada/Fierté au travail Canada received funds from the Government of Canada under the Future Skills program for the “Skills for Safe and Inclusive Workplaces and the Advancement of Members of 2SLGBTQIA+ Communities” project, a study on 2SLGBTQIA+ leadership. This twelve-month-long research project, resulting in a final report titled “**Lead with Pride: Best Practices for Advancing 2SLGBTQIA+ Leadership**”, took shape throughout the 2022-2023 financial year. As a result, Pride at Work Canada/Fierté au travail Canada established its first research team, expertly led by Misha Goforth (she/her), who joined the team as Research Project Manager. Misha was joined by Research Project Coordinators Sahar Yaghoubpour (she/her) and AV Verhaeghe (they/them). The team engaged with 23 2SLGBTQIA+ leaders and 13 employers across different industries to gather information on their experiences and policies. The team also overrepresented Indigenous people, Black people and people of colour in the study sample to ensure an intersectionality lens was captured. A special note of gratitude goes out to our exceptional research team, study participants, interview facilitators, community consultants, research partners, and everyone involved who made the research possible.

**Pride Season Media Blitz**

During the 2022 Pride season, Pride at Work Canada/Fierté au travail Canada made waves across radio stations, news channels, and print and digital publications throughout Canada. As we travelled to different cities for our resumed in-person events, we connected with local and national media, extending our reach from coast to coast to promote the importance of our work for the communities we serve, our events, and relevant 2SLGBTQIA+ inclusion content. Highlights from the media blitz included an interview with Colin Druhan (he/him), Executive Director, on CTV Atlantic at 6 in Halifax; an interview with Jade Pichette (they/them), Director of Programs, for a piece called “**Workplaces still hostile for too many LGBTQ2S Canadians**” featured in the Calgary Herald, Calgary Sun and the Financial Post; an Xtra Magazine article titled “**More than 50 percent of LGBTQ2S+ employees aren’t comfortable being out at work**” featuring Colin Druhan, and a series of over 25 radio interviews on different CBC local stations in the same morning featuring the voices of Colin Druhan and Sandeep Nair (he/him, they/them), Manager of Business Development. None of this would have been possible without the incredible work of Luis Augusto Nobre (he/him), Senior Communications Coordinator, and Daniel Paquette (he/him) of dpPR, a 2SLGBTQIA+ owned and run PR agency.
The Return to In-Person Events
After a two-year break, we resumed our in-person programming with nine in-person events throughout the year that connected over a thousand people. As we returned to in-person programming, it was important for us to create welcoming spaces for all participants, so we introduced a few things:

- Evaluation of accessibility of all venues, and accessibility information provided on event descriptions
- Provision of masks at registration tables for those who wanted them
- Creation of Community Guidelines to ensure safer spaces
- Captioning

Pride at Work Canada/Fierté au travail Canada provided livestreaming of five events for those who could not attend in-person events due to safety concerns in the post-pandemic world, and to offer access to our content to people in other provinces. We considered this important as we moved into the return to in-person gatherings, and the live stream of panel discussions allowed more people to connect and participate.

Introduced in 2023, we started offering automated live captioning in French on our English-language programs as part of the language accessibility expansion. The same process was followed for French-language online events with automated captioning in English.
**Number of Programs:**

- **32** English (Virtual) including 9 leadership program sessions
- **4** French (Virtual)
- **3** Bilingual (Virtual)
- **1** English (In-person only)
- **2** French (In-person only)
- **6** English (Hybrid)

**Total Events:** **48**

---

**Speaker Highlight:**

Uzoma Asagwara (they/them), Politician, Registered Psychiatric Nurse, and Activist

Uzoma Asagwara is a Registered Psychiatric Nurse, Addictions Specialist, and former member of the Canadian national basketball team. In 2019, Uzoma made history as the first Black, queer, gender non-conforming person elected to the Legislative Assembly of Manitoba, a first the province as well as for any other provincial legislative assembly across Canada. Most recently, Uzoma became the first Black person to make a law in Manitoba when their Bill, “The Somali Heritage Week Act”, was passed in December 2020 with unanimous support in the Manitoba Legislature. Uzoma has been a long-time advocate alongside newcomer and refugee communities, Two-Spirit and LGBTQIA+ folks, youth, and grassroots organizations. Uzoma spoke at both *Winnipeg ProPride 2022* and *Rendez-Vous* (February 2023).
Programming Highlights:


- Most popular French webinar: (French) National Member Webinar: 2SLGBTQIA+ Harassment in the Workplace.

- Biggest virtual event: Virtual ProPride: Supporting 2SLGBTQIA+ Resurgence Beyond Performative Allyship.

- Biggest hybrid event: Toronto ProPride

- Biggest in-person event: Montreal ProPride

Speaker Highlight:

Elwood Jimmy (he/him, they/them), Thunderchild First Nation

Elwood Jimmy is originally from the Thunderchild First Nation, a Nêhiyaw community in the global north. For over 20 years, Elwood has played a leadership role in several art projects, collectives, and organizations locally and in Europe and Latin America. Elwood is currently based in Toronto, Canada. Elwood provided us with our most popular 2022–2023 Webinar: Towards Braiding - Engaging in Meaningful Relationships with 2SLGBTQIA+ Indigenous Employees & Jobseekers.
THRIVE & FLOURISH
For the past few years, Pride at Work Canada/Fierté au travail Canada has been focusing on best practices, training and content development to ensure 2SLGBTQIA+ leadership advancement and improvement. THRIVE & FLOURISH are our leadership programs, which aim to develop future Two-Spirit, queer, and trans leaders and to support 2SLGBTQIA+ Employee Resource Group (ERG) leaders to be more effective and successful in their roles. In their third and second cohorts respectively, THRIVE & FLOURISH have become transformative for community members’ career advancement and leadership skills.

“As a neurodivergent bisexual who often feels out of place in traditional workplace leadership initiatives, the THRIVE program was exactly the kind of professional development I was looking for at this point in my career. The topics all connected to the very pressing concerns that are impacting 2SLGBTQIA+ individuals in the workplace and challenged me to think about how I can show up as my whole self at work and support others doing the same. I really enjoyed the connections and conversations I had with other members of my cohort from across Canada. I work at a small non-profit and so having the opportunity to network and learn from others is invaluable.”

- Robyn Schwarz (she/her), Fund Development, Advocacy, and Communications Lead, Porchlight Counselling and Addiction Services - THRIVE participant - 2023 cohort
SPARK
Find inspiration. Leave with a new perspective. Spark impactful change.

SPARK was a half-day creative/business event connecting Diversity, Equity and Inclusion (DEI) leaders with senior executives for shared learning and networking.

Participants got exclusive access to Chris Bergeron (she/her), author and VP of Inclusive Creativity at Cossette. Chris delivered a keynote presentation about her experience of losing male privilege as a trans woman. Pride at Work Canada/Fierté au travail Canada’s Executive Director Colin Druhan (he/him) provided an update on recent research that reflects the labour market experiences of 2SLGBTQIA+ communities in Canada.

Through collaborative study, participants took part in three roundtable conversations exploring the intersections of 2SLGBTQIA+ inclusion with three key themes: Indigenous Solidarity, Accessibility and Anti-Black Racism. These sessions were co-led by Pride at Work Canada/Fierté au travail Canada staff and community leaders from a range of lived experiences.
Uncovering Belonging Podcast

Uncovering Belonging is a podcast that explores the professional and personal stories of unique voices on what it means to belong and the journey to finding our authentic selves. Led by leaders in the inclusion, diversity, equity and accessibility space, Erin Davis (she/her) and Jade Pichette (they/them) work to create a psychologically safe space for all their guests to share their own journey to finding a sense of belonging, and help listeners along the way to also be who they are.

“In February, I had the chance to attend Pride at Work Canada/Fierté au travail Canada’s SPARK event, and it was one of the most soul-filling days I have had in a long time. Being in a room with 2SLGBTQIA+ leaders was something I didn’t even think was possible. Some key notes I took for life: There is no algorithm for intersectionality, and traditionally marginalized identities don’t have the ability to opt out of who we are, and that inability means space needs to be made so we can bring our true selves to the spaces we have a right to occupy. From Chris Bergeron (she/her), I learned that it doesn’t matter what you say but what you do. How can we change the status quo if we don’t even fight it?”

- MK Rowe (they/them), Human Resources Generalist, Ontario Cannabis Store
Between May 1, 2022, and April 30, 2023, we welcomed 54 new members from Alberta, British Columbia, New Brunswick, Ontario, and Quebec, bringing our total number of Proud Partners to 258, an increase of 12.66%. Our new Proud Partners are:

- Adecco Employment Services Ltd.
- Algoma University
- ArcelorMittal Dofasco GP
- Arup Canada Inc.
- Aypa Power Canada LP (NRStor C&I)
- Baker Hughes Canada Company
- Barilla Canada
- BC Assessment
- Canaccord Genuity Inc.
- Canadian Cancer Society
- Candex Solutions Canada, Inc. (Danone Canada)
- Cavendish Farms
- CBC/Radio-Canada (Canadian Broadcast Corp.)
- Ciena
- Coast Capital Savings
- Federated Credit Union
- Dejero
- Deloitte LLP
- DHX Media (Toronto) Inc.
- Dream Office Management Corp.
- Electricity Human Resources Canada
- FedEx Express Canada Corporation
- GeoComply Solutions Inc.
- Good Shepherd Centres
- Hydro Ottawa
- iA Financial Group
- Laurentian Bank of Canada
- Ledcor Industries Inc.
- Mattamy Homes Limited
- Melanie Layer Inc.
- Metro Toronto Convention Centre
- Metrolinx
- No Brainer (Groupe Amiel)
- Nokia Canada
- Office of the Superintendent of Financial Institutions
- Pocketpills
- Pure Industrial
- Royal Canadian Mint
- Seneca College
- Shawcor Ltd.
- Sherritt International Corp.
- Société Générale Capital Canada Inc.
- Symcor Inc.
- Syngenta Canada Inc.
- Tarion Warranty Corp.
- The Bishop Strachan School
- The Kraft Heinz Company
- TJX Canada
- Toronto Community Housing Corporation TransLink
- Université du Québec à Montréal
- WB Games Inc.
- Westland Insurance
- WSP Canada Inc.
- XL Services Canada Limited

Visit the Proud Partners page to see the full list of members.
“Our partnership with Pride at Work Canada/Fierté au travail Canada has been remarkable, with exceptional support and dedication throughout. Your commitment to fostering safe and welcoming workplaces for the 2SLGBTQIA+ community resonated deeply with our company values. Not only did you offer your support, but you also actively engaged with our employees, conducting informative workshops and training sessions that enlightened and educated our workforce. This left a lasting impact on our team members, and we are seeing the positive effects in our organization. As we reflect on the journey, we can confidently say that our partnership with Pride at Work Canada/Fierté au travail Canada has been a transformative experience.”

- Elie Ghattas (he/him), Trade Marketing Lead, Barilla Canada

Partner distribution by province

10.85% BC
8.14% AB
2.33% MB
0.39% SK
63.57% ON
12.02% QC

0.39% NL
0.78% NB
1.55% NS
Partner distribution per industry

- Construction 2.33%
- Consulting 2.33%
- Education 8.91%
- Financial / Insurance 18.99%
- Health Care 2.33%
- Legal 7.36%
- Retail 3.49%
- Food & Beverage 5.81%
- Government/Government Regulation 11.24%
- Technology 8.14%
- Transportation 2.71%
- Utilities 8.14%
- Others* 16.71%

* Advertising 0.39%  Agriculture 0.39%  Charity 0.39%  Clothing 0.39%  Distribution 0.78%  Engineering 0.78%  Entertainment 0.78%  Health and Beauty 1.55%  Hospitality 1.16%  Household Goods 0.39%  Manufacturing 1.55%  Marketing 0.39%  Media 0.78%  Mining 1.16%  Multi-service provider 0.39%  Not-for-Profit 1.16%  Pharmaceuticals 1.55%  Publishing 0.39%  Real Estate 1.55%  Retirement residences 0.39%  Services 0.78%  Social Services 0.39%  Telecommunications 0.39%  Union 0.39%

« We are thrilled to be partnering with Pride at Work Canada/Fierté au travail Canada for our recruitment, learning and community. It has been a wonderful experience and they have provided a community of professionals that works with Good Shepherd in recruiting and delivering supportive training that provides opportunities for personal and professional growth. We are looking forward to our ongoing work with Pride at Work Canada/Fierté au travail Canada. »

- Stephanie Tindale (she/her), Recruitment Specialist, Good Shepherd
## STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

### FOR THE YEAR ENDED APRIL 30, 2023

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
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<tbody>
<tr>
<td><strong>REVENUE</strong></td>
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<tr>
<td>Membership Fees</td>
<td>1,113,853$</td>
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<td>Other (note 5)</td>
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<td>281,609$</td>
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<tr>
<td>Grants</td>
<td>146,329$</td>
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<tr>
<td>Sponsorships</td>
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<td>76,000$</td>
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<td><strong>Total Revenue</strong></td>
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<td>1,200,316$</td>
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<tr>
<td><strong>EXPENSES</strong></td>
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<tr>
<td>Personnel</td>
<td>1,079,485$</td>
<td>631,865$</td>
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<tr>
<td>Internal affairs (note 6)</td>
<td>340,309$</td>
<td>272,995$</td>
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<tr>
<td>Program and events</td>
<td>258,516$</td>
<td>32,034$</td>
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<td>External affairs (note 6)</td>
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<td>123,560$</td>
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<tr>
<td>Travel</td>
<td>106,868$</td>
<td>573$</td>
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<td><strong>Total Expenses</strong></td>
<td>1,931,638$</td>
<td>1,061,027$</td>
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<td><strong>Excess of Revenue Over Expenses for the Year</strong></td>
<td>(261,663$)</td>
<td>139,289$</td>
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<tr>
<td><strong>Net Assets, Beginning of Year</strong></td>
<td>508,453$</td>
<td>369,164$</td>
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<td><strong>Net Assets, End of Year</strong></td>
<td>246,790$</td>
<td>508,453$</td>
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### OTHER REVENUE (note 5)

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
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<tbody>
<tr>
<td>Consulting</td>
<td>178,125$</td>
<td>147,469$</td>
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<td>Event participation fees</td>
<td>113,200$</td>
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<td>E-learning</td>
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<tr>
<td>Interest and other</td>
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<td>Individual donations</td>
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<td>Sales</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td>329,093$</td>
<td>281,609$</td>
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</tbody>
</table>

### INTERNAL AND EXTERNAL AFFAIR EXPENSES (note 6)

Internal affair expenses include administrative expenses such as professional fees, office rent and supplies, as well as investments in human resources and professional development in diversity, equity and inclusion within the organization. External affair expenses include outreach activities such as communication and advertising expenses.
Our People

Albert Lin (he/him)
Executive Advisor & Strategist | Joined in 2021

Colin Druhan (he/him)
Executive Director | Joined in 2014

Connor Pion (he/him, they/them)
Learning & Development Specialist | Joined in 2021

Florence Gagnon (she/her)
Creative Development Executive | Joined in 2019

Hanna Haddad (he/him)
Business Development Coordinator | Joined in 2023

Iyol Martinez (they/them)
Leadership Programs Coordinator | Joined in 2022

Jade Pichette (they/them)
Director of Programs | Joined in 2018

Jose Patiño-Gomez (he/him)
Director of External Relations | Joined in 2023

Londzo Drury (she/her)
Senior Manager of Workplace & Culture | Joined in 2022

Luis Augusto Nobre (he/him)
Senior Communications Coordinator | Joined in 2019

Mathieu Young (he/him, they/them)
Virtual Programs Coordinator | Joined in 2023

Misha Goforth (she/her)
Manager of Social Research & Development | Joined in 2022
Board of Directors

Cesar Suriel  
(he/him)

Courtney Laidlaw  
(she/her)  
Board Secretary

Erin Roach  
(she/her)  
Thought Leadership Committee Chair

Holly Cooper  
(she/her)

Jen Anthony  
(she/her, they/them)  
HR & Governance Committee Chair

Ka Lee Chan  
(all pronouns)

Keith Clarkson  
(he/him)

Lauren Flynn  
(she/her)  
Board Chair

Mark Lawton  
(he/him)  
Marketing Committee Chair

Richard Tuck  
(he/him)  
Treasure & Finance Committee Chair

Terri Eklund  
(she/her)