

2025 Impact Report

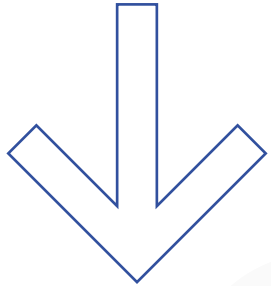
Advancing diversity, equity,
and justice for all.





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In 2025, the DEIA landscape became more complex and, at times, more volatile for practitioners and organizations across Canada. In that context, we focused on being a steady, credible space for learning, connection, and practical guidance. Across our education, engagement, and partnership work, we heard a consistent message from community and partners: what matters most is not only what we deliver, but how we show up. This report pairs the numbers with the human experiences behind them, including the quieter work of building stronger systems and more accessible ways of working.



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“When DEIA is contested, CCDI provides steady leadership, grounded in evidence, focused on action, and committed to building accountability through trusted spaces for learning and connection.”

~ Sartaj Sarkaria, President and CEO



CCDI Board of Directors and team members at the October 2025 strategic planning meeting at the Royal Ontario Museum.

Opening message from the Board Chair and the President and CEO

This year was shaped by both transition and resolve. As we welcomed new leadership and continued to evolve, we heard repeatedly that our culture of warmth, integrity, and collaboration is a core strength.

In early 2025, many organizations across Canada felt the ground shift under their feet. Public conversations about diversity, equity, inclusion, and accessibility became more polarized, and the pushback against DEIA work was not abstract. It showed up in boardrooms, in budgets, and in the day-to-day decisions that shape workplace culture. We heard it from the people we serve, and we felt it in our own work.

Early listening and relationship building helped reinforce trust with our staff, our Board of Directors, and the broader community. At the same time, we stayed focused on what practitioners and organizations needed most: practical support, credible guidance, and spaces to connect. We also continued to strengthen accessibility as a consistent practice, designing learning with access in mind from the start. We adapted to the climate without compromising our values, and we leaned in with purpose, deepening our commitment to helping organizations move from intention to action.

When DEIA is contested, CCDI provides steady leadership, grounded in evidence, focused on action, and committed to building accountability through trusted spaces for learning and connection.

This year also reinforced CCDI's role as a trusted convenor, helping strengthen inclusion practice across Canada. Real change does not happen in isolation. It happens when people have places to learn, ask better questions, test ideas, and build accountability together. Through our events, resources, and social channels, we continued to support people across Canada who are trying to lead inclusion in real workplaces, with real constraints. With our Community Hub for Employer Partners completing its first full year, we expanded the forums where Employer Partners, CCIP™ holders, and See Different National Youth Ambassadors can connect, share tools, and learn from one another beyond a single webinar or training session.

We saw that same convening power in See Different. In 2025, young people across the country brought courage, creativity, and urgency to the work of belonging. Through the Changemakers Summit and Changemaker Grants, youth leaders and their communities demonstrated what is possible when we invest in leadership at every stage of life. Their projects reminded us that inclusion is not only a workplace priority. It is a community practice, built through relationships, learning, and sustained effort.

A galvanizing moment came in October 2025, when our strategic planning session brought together the Board of Directors, the Leadership Team, and CCDI team members to reflect on what we had learned and where we needed to go next. Building on the momentum we had carried through the year, the session created space for clarity, alignment, and shared direction. We left with renewed focus and a shared determination to meet the moment with purpose as we look ahead to 2026.

In 2025, we strengthened CCDI's leadership and governance to support what comes next. With new leadership in place in June, we deepened our listening and relationship building across our team, our Board of Directors, and the community we serve to better understand what practitioners and organizations needed most. Following our strategic planning work, the President and CEO title was expanded in November 2025 to reflect governance alignment and strategic growth, and to reinforce CCDI's commitment to DEIA at a time when that commitment matters more than ever. This change was not about optics. It was about accountability, and the ability to lead with clarity through uncertainty.

This impact report reflects both realities: the pressures of the moment, and the hope that comes from building together. It underscores our resolve to keep leading with practical guidance, credible learning, and community. We are grateful to our Employer Partners, learners, community members, and supporters who continue to choose inclusion, even when it is contested. Your commitment makes this work possible.

As we look to 2026, we do so with confidence in what we know to be true: inclusion is not a trend. It is a responsibility. And when people have the right tools, the right spaces, and the right community around them, meaningful change is possible.

Warm regards,



Marni Panas, Chair, Board of Directors
Sartaj Sarkaria, President and CEO

CCDI's impact in 2025



17,000

Participants engaged
in DEIA learning



89%

Attendee satisfaction
with CCDI events



92

New resources
released in English
and French

670+



Youth changemakers nurtured through
29 See Different sessions



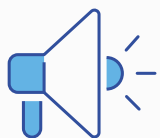
23,000+

Subscribers to the most-read
DEIA newsletter



170

CCIP™ holders advancing inclusion
through applied practice



4,400+

Downloads of the
Leader Talks podcast



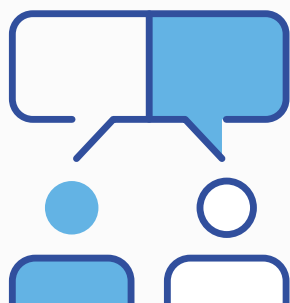
3,400+

Vetted resources in Canada's
largest DEIA e-library



37

Speaking engagements and
community consultations



632

Employer Partners relying
on CCDI's DEIA expertise



83,000+

Followers on
social platforms



268,000+

Website
engagements



Impact through education

In 2025, we continued to focus on education that is practical, relevant, and grounded in the realities people are navigating. Our learning experiences brought together practitioners, leaders, and community members across Canada, creating space for both skill building and connection. Several people we spoke with described CCDI learning spaces as a place to ‘take a breath,’ compare notes with peers, and leave with something practical they could use the next day. We also heard clearly that accessibility is not an add on. It is integral, and it shapes whether learning can be applied and shared. The stories and results that follow reflect our commitment to delivering education that people can use, not just attend.

Events that connect and inspire



In 2025, we strengthened our accessibility practice in events, including ASL and tactile ASL interpretation and delivery adjustments that supported full, equitable participation.

Our events continued to be a place where people could connect, learn, and feel supported in real time. In a year when many practitioners felt isolated or under scrutiny, these sessions offered an important space for honest questions, shared problem-solving, and a reminder that they were not alone in the work. We hosted over 50 events on DEIA topics in English and French and welcomed over 17,000 registrants. This included our flagship bilingual event, CCDI UnConference, along with 21 webinars and 13 community of practice events delivered in person and virtually.

We hosted 16 Community Hub learning events in 2025, gathering DEIA practitioners for deeper conversation and applied learning on topics such as psychological safety in the workplace, anti-racism in action, and a series that allowed participants to dive deeper into our Intersectionality report. We convened the See Different Changemakers Summit, bringing together youth, mentors, and community members dedicated to DEIA to celebrate the achievements of grant recipients, explore critical issues in equity and inclusion, and build relationships through networking and shared learning.

Resources that educate and empower

To complement live learning, we created over 90 bilingual resources designed to help learners build understanding and take practical action across a wide range of DEIA topics and challenges. We focused on resources that are timely, grounded in the Canadian context, and built for real-world use.

Cornerstone resources included:

- The 2025 Diversity Calendar, featuring 375 distinct entries recognizing cultural, religious, and historically significant dates
- Our Glossary of DEIA terms remains one of the most comprehensive resources of its kind in Canada
- Our Intersectionality report, offering a deeper look at how overlapping identities and systems shape lived experience and workplace inclusion
- Practical toolkits designed to support action, including our DEI strategy toolkit and the Brave guide to race and inclusive conversations at work





Alongside these flagship resources, we produced a wide range of learning content to meet different needs and learning styles. This included 22 educational guides on topics such as National Day for Truth and Reconciliation, anti-Black racism, and trans, non-binary, and gender-diverse inclusion in the workplace. We produced two types of guides: curated resource guides and, new this year, guided learning journeys designed to support deeper, step-by-step learning.

In addition, we created 12 commemoration guides for Employer Partners, including guides for Black History Month and Pride season, as well as a practical guide to meaningful observances. Our written content included 20 blogs on topics such as

Indigenous sovereignty and AI, gender in science and STEM, and centering DEIA in everyday choices, as well as 18 See Different blogs amplifying youth perspectives and learning. We released 10 episodes of our podcast, *Leader Talks with Anne-Marie Pham*, with over 4.4K downloads and a steadily growing audience.

We also continued to invest in the CCDI Knowledge Repository, Canada's largest DEIA e-library, giving Employer Partners exclusive access to over 3,400 vetted resources, reports, toolkits, and research in English and French. Alongside this, we created Community Hub-specific resources, producing 191 pieces of content through events, forums, live feeds, and the media centre.

Programs that develop leadership

Our programs support people who are building DEIA knowledge and leadership over time, often while navigating complex realities, competing priorities, and real constraints. We focused on learning that strengthens confidence and capability, while also creating space for connection and community among practitioners.

Canadian Certified Inclusion Professional (CCIP™)

By the end of the year, 170 inclusion professionals held the Canadian Certified Inclusion Professional (CCIP™) designation. This unique CCDI offering elevates the profile and credibility of DEIA practitioners and provides a formal recognition of their knowledge, skills, and experience. Importantly, we took time to lay groundwork to reconceive the CCIP™ program, strengthening its long-term relevance and impact for practitioners across Canada, establishing it as a clear credential for all. CCIP™ holders also connect through our Community Hub, extending learning beyond the designation through ongoing peer connection and shared practice.





See Different

Through See Different, we continued to invest in youth leadership and learning, creating opportunities for young people to build skills, explore critical issues in equity and inclusion, and connect with mentors and community. We delivered 29 sessions, engaging over 670 participants from all provinces, and supported youth to deepen learning through dialogue, reflection, and action. We also convened the [See Different Changemakers Summit](#), a culminating virtual event that celebrated Changemakers Grant recipients and created space for youth, mentors, and community members to connect through shared learning and networking (58 attendees). As part of the Summit, we announced the winners of our first-ever Sticker Design Contest, inviting youth across Canada to share their vision of diversity, equity, inclusion, accessibility, and ReconciliACTION through art. National Youth Ambassadors also connect through our Community Hub, supporting continued relationship-building and learning beyond individual sessions (60 ambassadors).



Changemaker grants in action

Through the See Different [Changemaker Grant program](#), youth participants put learning into action through self-directed, self-initiated projects rooted in lived experience. What begins as something deeply important to each grant recipient becomes community-based work that can shift the lived experiences of others.

Across six projects in Ontario, Saskatchewan, Québec, and Alberta, young Changemakers addressed systemic gaps in justice, education, health, recreation, and civic engagement, building spaces where more people can access support, share their stories, and belong. Examples include *Aspire 2 Heal: Standing with youth impacted by parental incarceration*; *Rise together, Part Two: Creating space for Muslim and Arab women in climbing*; and *Wellness through expression: A safe space for creative healing*. Leadership shows up at every stage of life, and these projects reflect what becomes possible when youth are resourced to lead.





Impact through engagement

We know that lasting change depends on more than a single learning moment. Through our communications, digital channels, and convening spaces, we worked to keep credible DEIA information accessible, timely, and grounded in the Canadian context. We also focused on making it easier for people to find what they need, return to it, and share it within their organizations and communities.



83,000
followers



168,000
new visits



268,000
user engagements

Reaching wide audiences

We continued to expand our reach across digital channels, connecting with people where they already learn and engage. We grew to 83,000 followers across our social platforms, including our LinkedIn Group, the Canadian DEI Network. Our website welcomed over 168,000 new visits, with over 268,000 total user engagements. We also launched a new website in August, designed to provide a better and more accessible user experience.

We heard that this kind of always-on access mattered, because people often returned to resources between meetings, during moments of uncertainty, or when they needed language to move a conversation forward.

Our newsletter, *Diversity Ink*, continued to be a key channel for timely learning and reflection, with over 23,000 subscribers. Across our events, we welcomed over 28,000 registrants, with attendee satisfaction averaging 89%. Together, these channels helped us connect people to learning, resources, and community when they needed it most.



Elevating public conversations

In a year marked by intense anti-DEIA pushback in Canada and globally, we used our platform to reinforce the importance of equity and inclusion, as well as our ongoing commitment to this work. In response, we focused on being clear, calm, and practical, helping leaders stay anchored in fairness, accessibility, and belonging. We published six press releases, including thought-leadership pieces that called for continued action from leaders across Canada and underscored why accessibility, belonging, and fairness remain essential to strong workplaces and communities.

We were also interviewed or cited in over 25 additional articles and interviews across media, including The Globe and Mail, Canadian HR Reporter, CBC News, Radio-Canada, Talent Canada, HR Director Canada, Capable Média, The Hill Times, and Business and Industry Canada, helping to shape public understanding of DEIA in Canada. Topics included neurodiversity, mental health in the workplace, cultural competence, 2SLGBTQIA+ inclusion, and Indigenous inclusion.

Convening conversations that shape and strengthen

Beyond broad reach, we created spaces for deeper exchange and dialogue. Our Community Hub completed its first full year as a member-driven space where DEIA practitioners, advocates, and learners could connect, collaborate, and keep learning together. It helped us better understand the issues and trends affecting our members, test and confirm interest in emerging themes, and support collaborative action across our network.

By year end, the Community Hub had 864 registered users across three primary groups: Employer Partners, CCIP™ holders, and See Different National Youth Ambassadors. We also created over 191 pieces of content exclusively for the Hub through events, forums, live feeds, and the media centre, strengthening ongoing connection between CCDI and members.

We also engaged directly with government, community, and industry leaders through 37 speaking engagements and community consultations. Examples included:

- Calgary Region Immigrant Employment Council (CRIEC)
- Canada Media Fund
- CRARR – Centre for Research-Action on Race Relations
- Fisheries and Oceans Canada
- Library of Parliament
- LCBO
- Ministers' Council on the Canadian Francophonie
- Réseau Immigration francophone de la Nouvelle-Écosse
- World Diversity in Leadership Conference

We also sponsored and participated in conferences to extend our voice to wider audiences, including:

- Salon Solutions RH Congrès RH 2025
- HRPA Ignite: IDEA Conference 2025
- CPHR British Columbia and Yukon HR Conference and Expo 2025
- Charity Village Conference and Awards 2025



Impact through partnerships

Partnerships help extend our reach, deepen our learning, and strengthen the quality of what we offer. They also require the right conditions to be meaningful: shared priorities, clear roles, and the capacity to collaborate in ways that create value for the people and communities we serve. This section reflects where collaboration advanced our work, where we contributed to broader efforts, and where we are reassessing our approach to ensure our partnerships remain purposeful and aligned with our mission.



Building inclusive leadership through the UN Global Compact Network Canada's 50-30 Challenge

107 participants over 76 organizations
through 6 workshops



Youth-led Changemaker Grant projects across 4 provinces

Six projects advancing inclusion
in communities across Canada



Supporting equity alongside UN Global Compact Network Canada

In 2025, we concluded our work with UN Global Compact Network Canada as part of the Government of Canada's 50–30 Challenge, with final deliveries completed in February. The 50–30 Challenge calls on organizations across sectors to improve diversity in senior leadership and on boards, including advancing gender parity and stronger representation of equity-deserving groups. These six sessions marked the final deliverables for the program. Through this collaboration, we supported learning and reflection with 107 participants from 76 unique organizations.



Global Compact
Network Canada





Expanding our global reach through GIDA

As a founding member of the Global Inclusion and Diversity Alliance (GIDA), a community of practice for not-for-profit DEIA organizations from around the world, we deepened our commitment to supporting more equitable workplaces globally. With our GIDA partners, we hosted a webinar, “Sustaining inclusion in a changing world”, convening a panel to share strategies to help DEIA practitioners reclaim the narrative and sustain their impact. Key takeaways highlighted the importance of centering lived experiences, grounding the work in shared values, and having organizational leaders model inclusion.

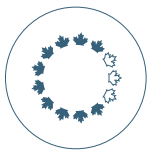


Sponsors and donors



Events

Our work is strengthened by the event sponsors and hosts who invest in building more inclusive workplaces and communities across Canada. In a challenging climate for DEIA work, their commitment helps us deliver learning experiences, develop practical resources, and create spaces for connection and shared progress. We are grateful for their commitment and for the trust they place in our mission.



NCC
CCN



University
of Regina



Donors

We are grateful to the individuals and organizations who supported CCDI through charitable giving in 2025. We received \$22,858.16 in donations, which helps sustain our work, expand access to learning and resources, and advance inclusion across Canada.

Donors we can currently acknowledge include:

- Canadian Online Giving
- Charities Aid Foundation Canada
- Dawn Tattle Family Foundation

We also thank the donors who chose to give anonymously.

Financials

In 2025, CCDI generated \$3,661,066.48 in revenue. This revenue supported the delivery of learning experiences, the development of practical resources, and the spaces we create for connection and shared progress across Canada.

Board of Directors



Marni Panas, Director and Chair (she/her)
Director, Diversity, Equity and Inclusion
ATCO, Edmonton, AB



Anna Tudela, Director and Vice-Chair (she/her)
Independent Consultant
AMT Management Services, Vancouver, BC



Michelle Plouffe, Director and Secretary (she/her)
General Counsel and Corporate Secretary
Alberta Health Services, Edmonton, AB



Soula Courlas, Director and Chair of the CEO Search Committee (she/her)
Partner, Financial Services, Workforce of the Future-National
Leader, Organization Design Services
PwC, Toronto, ON



Nadeem Mansour, Director and Chair of the Governance and People Committee (he/him)
Founder and CEO
Aegis Beacon Inc., Toronto, ON



Jonathan Soon-Shiong, Director and Chair of the Audit, Finance & Risk Committee (he/him)
Chief Executive Officer
Ignition Media & Entertainment Inc., Toronto, ON



Jasmine Tsang, Director and Interim Chair of the Audit, Finance & Risk Committee (she/her)
Partner
Deloitte Canada, Toronto, ON



Chantal Dugas, Director (she/her)
General Manager, DEI – Community Relations and Partnerships
Air Canada, Montréal, QC



Marie-Eve Noël, Director (she/her)
Executive Vice President and Montreal Office Lead
Weber Shandwick, Montréal, QC



Paul Twigg, Director (he/him)
Group Chief Technology Officer
Digital Commerce Bank, Calgary, AB

Leadership Team



Sartaj Sarkaria (she/her)
President and CEO
Toronto, ON



Amelie Gagnon (she/her)
Senior Director, Operations
Vancouver, BC



Viktória Belle (she/they)
Director, Learning and Knowledge Solutions
Georgina, ON



Talar Dikijian (she/her)
Director, Sales and Marketing
Montréal, QC



Pangus Kung (he/him)
Consultant, Partner Relations
Toronto, ON



Joseph Levesque (he/him)
Director, Communications
Toronto, ON



Josephine Njoh (she/her)
Director, Partner Relations
Toronto, ON



Anne-Marie Pham (she/her)
Vice-President, Engagement
Calgary, AB

CCDI testimonials

Canadian Nuclear Laboratories

The CCDI Knowledge Repository has become a foundational resource for me as a program lead when designing and enhancing our DEI initiatives. The commemoration guides, in particular, have been invaluable in helping us meaningfully recognize days of significance throughout the year. Leveraging CCDI's extensive library, we've developed internal learning paths that link directly to the content, creating a learning journey for employees that supports growth in the DEI space.



Canadian Nuclear
Laboratories

Laboratoires Nucléaires
Canadiens

Katanya Polimis

Change Management Specialist

“Employees who attended the UnConference event left feeling engaged, educated, and informed. One employee stated that prior to UnConference she thought ‘inclusion wasn’t her cross to bear or know, she now understands that she and everyone has a role to play in inclusion and was thankful for the knowledge impacted.”



Thank you!



Canadian Centre for Diversity and Inclusion
Centre canadien pour la diversité et l'inclusion



ccdi.ca