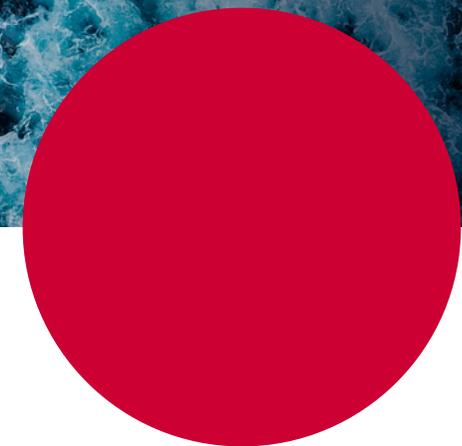


The Conference
Board of Canada



Impact Report

June 1, 2022, to May 31, 2023

Data briefing | November 14, 2023

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The image features a solid red background with two large, overlapping circles. The circles are positioned vertically, with the top circle overlapping the bottom circle. The overlapping area in the center is a darker shade of red. The text is centered within this overlapping area.

Why we care about
making an impact

We endeavor to get our research into the hands of decision-makers—be they in government, business, or civil society—so that they can act on the best evidence and research in Canada. Through the strength of our analysis, the clarity of our recommendations, and the depth of our connections to decision-makers, we seek to **change the world for the better.**

We are unique in the Canadian landscape.

We approach our work with a dedication to independence and neutrality. Our choice of research is driven by the needs of Canada's leaders and not by personal or political interests or ideology. Our relationships with leaders are anchored on their trust in the validity and objectivity of our analyses and insights.



The image features a solid red background. Two large, overlapping circles are centered on the page. The top circle is a lighter shade of red, and the bottom circle is a darker shade. The intersection of the two circles is a darker red, and it is in this central area that the text is placed. The text is white and consists of two lines: "How we make" on the top line and "an impact" on the bottom line.

How we make
an impact



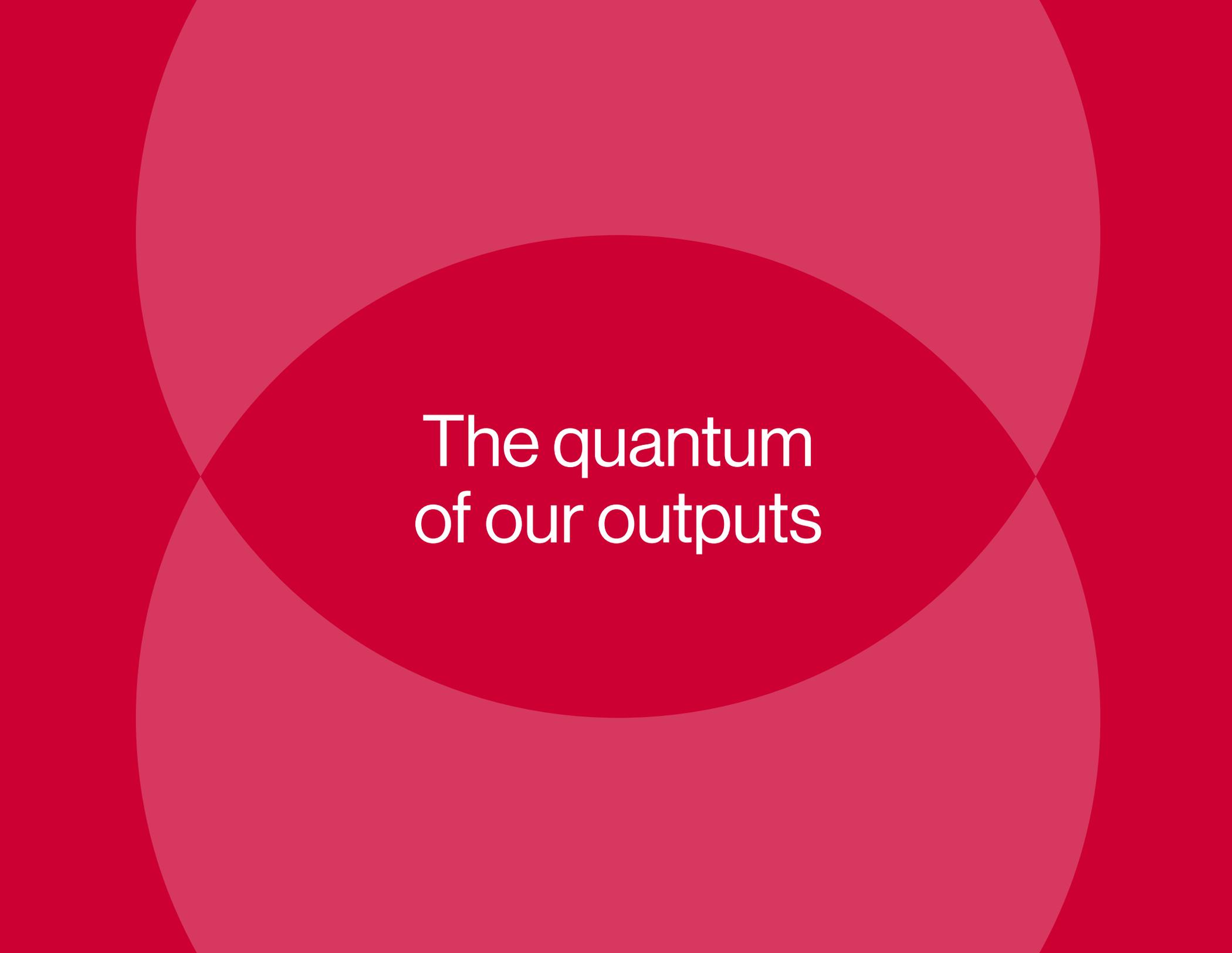
To ensure that our work matters, we:

Focus on relevant issues by researching the **Wicked Problems** Canada faces and convening around these most pressing and complex problems challenging our leaders.

Involve key thought leaders and practitioners in the design and delivery of our content to ensure it is focused on relevant questions and provides meaningful solutions.

Ground our work in the realities of politics, business practices, and systems change – so that our recommendations are applicable, and create momentum for change.

Provide meaningful and actionable recommendations for leaders, based on the evidence we generate.

The image features a solid red background. Two large, semi-transparent circles overlap in the center. The intersection of these two circles is a darker shade of red. Centered within this intersection is the text "The quantum of our outputs" in a white, sans-serif font.

The quantum
of our outputs

17

Executive councils

Corporate Ethics Management Council
Corporate Responsibility & Sustainability Council
Corporate-Indigenous Relations Council
Council for Chief Data and Analytics Officers
Council for Chief Privacy Officers
Council for Cyber and Business Security
Council for Inclusive Work Environments
Council for Innovation and Commercialization
Council for Safe Workplaces

Council of Chief Information Officers
Councils of HR Executives (East/West)
Council of Labour Relations Executives
Council of Canadian College Executives
The Emergency Management Community of Practice
Council on Workplace Health and Wellness
Strategic Risk Council
Compensation Research Centre

6

Events

Skills Development for Sustainable Futures – September 2022
The Future is Green: Skills for a Net-Zero Economy – October 2022
Better Workplace Conference 2023 – February 2023
Elevating the Quality of Work for Everyone – February 2023
The Dual Imperative for Canadian CEOs – April 2023
Canadian Immigration Summit 2023 – May 2023

5

Videos

22

Podcasts

78

EQTs

7

Multi-funded centres

Canadian Centre for the Innovation Economy
Centre for Business Insights on Immigration
Centre for the North
Global Commerce Centre
National Immigration Centre
Value Based Healthcare Canada
Workplace Mental Health Research Centre

5

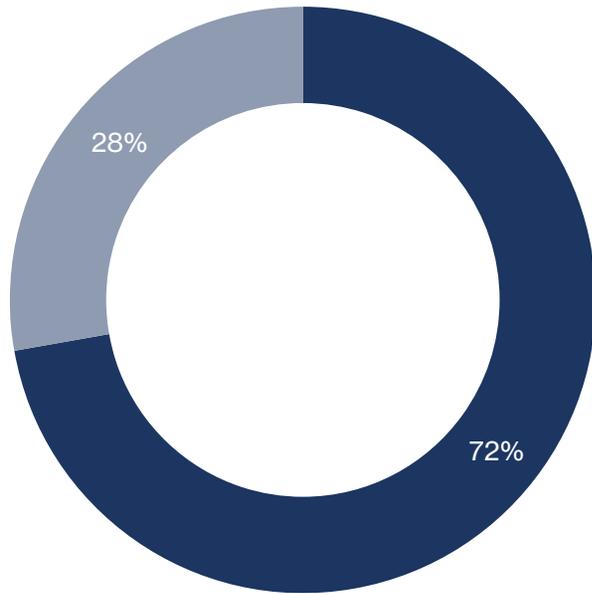
Commentaries

- RENX, Jun. 21, 2022, Housing affordability requires attention to both supply and demand
- The Globe and Mail, Dec. 12, 2022, Canada's new permanent-residency pathways are a half-measure
- Toronto Star, Jan. 19, 2023, Job gains don't signal a need for more rate hikes
- iPolitics, Jan. 23, 2023, Clear permanent residency pathways needed for international students
- Hospital News, Apr. 2023, Different is necessary to make healthcare better

Research Outputs

369 Research Outputs

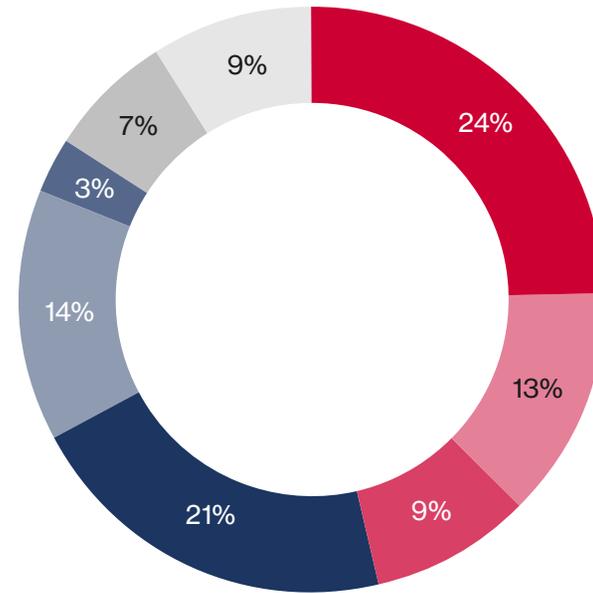
- 265 economic forecasts
- 104 research reports



Research Reports

(n = 104)

- Human Capital
- Innovation and Tech
- Sustainability
- Education and Skills
- Health
- Immigration
- Indigenous and Northern
- Economic Research



We produced

142
Issue briefings

140
Online experiences

63
Impact papers

11
Data briefings

5
Summaries for executives

4
Brochures or posters

2
Primers

2
Toolkits

The image features a solid red background with two large, overlapping circles. The circles are positioned horizontally, with their centers slightly offset from each other. The overlapping area in the center is a darker shade of red. The text is centered within this overlapping area.

How we measure
our impact

A photograph of a person sitting on a swing, viewed from behind. The person's feet are raised, showing the soles of their shoes, which have a distinctive orange and white pattern. They are wearing blue jeans. The swing is made of dark wood and is suspended from a horizontal wooden beam. The background is a blurred green, suggesting an outdoor setting with trees.

CBoC makes an impact when Canada's leaders
are **aware** of our work, **value** our research and expertise,
and **act** on our insights.



How we measure **awareness** of our work

Awareness is about our reach. Who is consuming our content? Who is meeting with us? Who is participating in our research and convening? We create content that resonates with a broad cross-section of Canadian leaders. We seek audiences with critical decision-makers in a deliberate way and know the 10 key people that need to see our work.

Trust is our most important asset. The rise of generative artificial intelligence has drawn sharp focus on the importance of depth and perspective in creating actionable insights. It has also highlighted the risks inherent when it becomes increasingly difficult to determine what is real.

The Conference Board is working to leverage the potential of these tools. But these tools only reinforce the **increasingly critical role knowledge and expertise will play** today and tomorrow. We observe the erosion of other pillars of evidence and discussion in our society with great concern. In a society that has become increasingly polarized and where generative AI runs the risk of further eroding peoples' barometer for the truth, our position as a trusted voice of independent evidence-based guidance is of the utmost importance.

Awareness KPIs

Engagement

1.9M

page views on
conferenceboard.ca

33,647

downloads of our
research outputs

275

subscribers to our
digital subscription
line of business

18,568

listens to our podcast episodes
Bright Future
Leadership Perspectives
Economics Matters
FSC

6.2M

in social reach

20,700

X followers
(formerly known
as Twitter)

475

LinkedIn post
impressions per day
on average

14,347

broadcast and media articles
1,853 of those are in media with
an audience of over 500K
40 **Globe and Mail** articles in
FY22–23

Awareness KPIs

Top 10 digital subscription outputs

- 1 Compensation Planning Outlook 2023
- 2 Canadian Human Resources Benchmarking: Turnover—June 2022
- 3 Rising Rates Hit Home: Provincial Three-Year Outlook—August 2022
- 4 Renewed Interest: Canada's Two-Year Outlook—July 2022
- 5 Rising Prices and Falling Dominoes: Provincial Two-Year Outlook—May 2022
- 6 Shocks and Struts: Canada's Three-Year Outlook—October 2022
- 7 Turbulence Ahead: Provincial Three-Year Outlook—December 2022
- 8 Canadian Human Resources Benchmarking: Recruitment and Selection
- 9 Coming Out of the Fog: Provincial Three-Year Outlook—February 2023
- 10 Preparing for an Impending Employee Exodus: Increased Turnover and Retirement Risk Necessitate Succession Planning

Top 10 free outputs

- 1 Employability Skills – Toolkit and Poster
- 2 Neurodiversity Research – Breaking down barriers, Building Workplaces Where Neurodivergent Workers Thrive, and Brick By Brick
- 3 Indigenous Ownership: Best Practices for Major Project Success
- 4 Future-Proofing Investments in Workplace Mental Health: Meeting Employees' Evolving Needs
- 5 The “Canadian Experience” Disconnect: Immigrant Selection, Economic Settlement, and Hiring
- 6 Digital Occupation Pathways: From Vulnerable Jobs to Rapid-Growth Careers
- 7 Building a Digitally Skilled Workforce: Insights From Canadian Employers and Skills Leaders
- 8 Pandemic, Inflation, and War: Assessing the Risk of Recession for Canada
- 9 Blue Occupation Pathways: Career Transitions to the Sustainable Blue Economy
- 10 From Student to Immigrant? Multi-step Pathways to Permanent Residence

Awareness KPIs

Connections

994

meetings with external stakeholders

370

meetings with decision-makers

624

meetings with influencers



Decision-Makers

Definition

Decision-makers are individuals that have a direct ability to change policy, processes or programs.

In government, these are:

- premiers
- ministers
- deputy Ministers
- others with the ability to directly change government policy

In business and organizations, these are:

- CEOs and C-suite leaders who can improve organizational processes



Influencers

Definition

Influencers are individuals that will play a role in influencing decisions taken by decision-makers. These include analysts and others that are seeking to influence decisions but cannot take them alone themselves.

Awareness KPIs

Participation

2,230

people contributed to our research as survey respondents, interviewees, focus group members or roundtable participants

37,393

people contributed to our indices of consumer and business confidence

2,961

participants in our events

538

executive council members

How we measure the degree to which our work is **valued**

We have influence when leaders who are aware of our work seek us out or agree to collaborate with us.

The **degree to which our work and expertise are valued** is reflected in the invitations we receive to share our insights, the frequency with which our work is referenced, and the calibre of the organizations and individuals who are willing to partner with us and lend us their voice.



Value KPIs

Profile

114

public speaking engagements for CBoC staff

9

presentations to government committees,
participation in official government consultations
and presentations to government ministers

Citations

490+

instances of CBoC research being cited in
government or political statements, speeches,
academic journals, or industry documents

Our work was cited in many academic journals including the following:

Applied Economic Perspectives
and Policy

Canadian Association of
Radiologists Journal

Canadian Foreign Policy Journal

Canadian Geriatrics Journal

Canadian Journal for the Scholarship
of Teaching and Learning

Canadian Journal of
Behavioural Science

Canadian Journal of Career
Development

Canadian Journal of Disability Studies

Canadian Journal of Economics

Canadian Journal of Education

Canadian Journal of Educational
Administration and Policy

Canadian Journal of Forest Research

Canadian Journal of
Health Technologies

Canadian Journal of Nonprofit and
Social Economy Research

Canadian Journal of
Nursing Research

Corporate Governance and
Organizational Behavior Review

Critical Perspectives in Education
& Policy

Equality, Diversity and Inclusion:
An International Journal

Gender in Management:
An International Journal

Global Journal of Economics
& Business

International Journal for Leadership
in Learning

International Journal for the
Scholarship of Teaching and Learning

International Journal of Business
Performance Management

International Journal of Economic,
Technology and Social Sciences
(Injects)

International Journal of Environmental
Research and Public Health

International Journal of
Financial Studies

International Journal of Greenhouse
Gas Control

International Journal of Health Policy
and Management

International Journal of
Healthcare Management

International Journal of Selection
and Assessment

Journal of Academic Research in
Business and Social Sciences

Journal of Innovation in
Polytechnic Education

Journal of International Migration
and Integration

Journal of International Students

Quarterly Journal of Women
and Society

Value KPIs

Allies

We thank all of the Research Advisory Board members who contributed to our research this past year.

Ademola Adekunle, Manager, Impact, Research and Performance, Federation of Canadian Municipalities

Tammy Anstey, Senior Policy Analyst, IRCC

Amy Avis, General Counsel and Chief of Recovery Services, Canadian Red Cross

Rupa Banerjee, Canada Research Chair and Associate Professor, Toronto Metropolitan University

Gerrald Batist, Segal Cancer Centre, Jewish General Hospital

Mark Beckles, VP Social Innovation, Royal Bank of Canada

Carly Benson, Senior Policy Advisor, Public Safety Canada

Gregory Besant, Executive Director, Metis Child, Family and Community Services

Louise Binder, Health Policy Consultant, Save Your Skin Foundation

Laura Blease, Team Lead, Indigenous, Affairs Ontario

Tony Bonen, Executive Director, Labour Market Information Council

Heather Boynton, Assistant Professor, Faculty of Social Work, University of Calgary

Gilles Brunet, A/Director, FedNor

Alex Buchan, Community Engagement, Agnico Eagle

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Nancy Cairns, Regional Marketing & Citizenship, Royal Bank of Canada

Diane Cameron, Head of Division, Nuclear Technology Development and Economics, OECD Nuclear Energy Agency

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Wendy Chan, Associate Director, Programs, Children's Aid Foundation of Canada

Jason Clark, National Director, Climate Change Advocacy, Insurance Bureau of Canada

Carol Cline, Director, Workforce Development, Academic Upgrading Northwest Employment Works, Contract Training & Student Co-op, Confederation College

Bill Cole, Chief Administrative Officer, Ottawa Police Association

Kerri Crellin Cormier, Director, Faculty and Staff Relations, University of Regina

Alexandra Cutean, Chief Research Officer, Information and Technologies Council (ICTC)

Ann Dale, Professor, Environment and Sustainability, Royal Roads University

Rob De Pruis, National Director, Consumer & Industry Relations, Insurance Bureau of Canada

Michael DeJong, Vice President, Regulatory Affairs Branch, Canadian Nuclear Safety Commission

Lorrie Deschamps, President, Oshki-Pimache-O-Win: The Wenjack Education Institute

Carissa DiGangi, Director of Operations & Government Relations, ABC Life Literacy

Albert Drapeau, Executive Director, Yukon First Nation Chamber of Commerce

Joanna Eyquem, Managing Director, Climate-Resilient Infrastructure, Intact Centre on Climate Adaptation, University of Waterloo

Kim Falcigno, Vice President, Oshki-Pimache-O-Win: The Wenjack Education Institute

Leanna Falkiner, Co-Founder, NeuroInclusion Works

Mellisa Farrell, President, St. Joseph's Health System

Fraser Fry, Regional Manager of Support Services and Value Based Lead, Eastern Health

Sara Fung, Registered Nurse, Career Coach

Kate Gatto, Manager, Social Impact, RBC Future Launch

Shawn Gervais, VP, Foresight + Talent Development, Digital Technology SuperCluster

Behzad Ghotb, Senior Manager, Research & Insights, Google Canada

Margaret Gibson, Professor, University of Waterloo

Sanjeev Gill, Associate Vice President (AVP), University of Waterloo

Matthew Godsoe, Director, Resilience and Economic Integration Division, Public Safety Canada

Terry Goodtrack, President & CEO, AFOA Canada

Sheila Gordon, Manager, Resilience and Economic Integration, Public Safety Canada

Denyse Gregory, Senior Manager, Research and Evaluation, Children's Aid Foundation of Canada

Kieran Hanley, CEO, EcoNext

Josie Ho, Senior Manager, ESG Research & Strategic Insights, TD Bank

Michelle Hogue, Associate Professor & Coordinator Indigenous Student Success Cohort, University of Lethbridge

Charles Hopkins, UNESCO Chair in Reorienting Education towards Sustainability, York University

Rodney Hulstein, Instructor, School of Business and Leadership, Yukon University

Ron Johnson, Vice-President, Innovation and Rural Health, Eastern Health

Katie Kallio, Senior Manager, Communications and Public Engagement, Canadian Red Cross

Meredith Keenan, Vice President, Human Resources, General Electric Canada

Ann Kim, Professor, York University

Dov Klein, Vice-President of Value-Based Care, Ontario Health

Janet Knight, Senior Community Planner/ CCP Program Lead, Nishnawbe Aski Development Fund

Katrin Kohl, Executive Coordinator to the UNESCO Chair, Focal Point for SDG 4, York University

Alda Kokallaj, Senior Policy Analyst, Express Entry, Strategic Policy and Planning, IRCC

Arden Krystal, President & CEO, Southlake Regional Health Centre

Sampada Kukade, Director, Employer Engagement & Partnerships, and Program Marketing, Skills for Change

Value KPIs

Paul L'Archevêque, Ministère de la Santé et des Services Sociaux (précédent), CapCOGITO

Patricia Landolt, Professor, University of Toronto

Sandra Lapointe, Director/ Professor, The/La Collaborative/ McMaster University

Tonja Leach, Executive Director, Quest Canada

Peter Leclaire, Vice President (Academic), Northern Alberta Institute of Technology

Marc Leduc, Senior Provincial Director, Health Evidence and Innovation, Alberta Health Services

Randy Lindsay, CEO, Futureworx

Carmen Loiselle, Director and Senior Researcher, McGill University Psychosocial Oncology and Cancer Nursing programs and Centre for Nursing Research, Jewish General Hospital

Tanya Lush, Director, Workforce Development, COVE (Ocean)

Radha MacCulloch, VP & Head of Canada, Spécialisterne North America

Laura MacDonald, Director, Talent Acquisition & Optimization, The Ottawa Hospital

Joshua Maldonado, Acting Director, Alberta Advantage Immigration Program

Julie Mann-Johnson, Assistant Professor, Faculty of Social Work, University of Calgary

George Marchewa, Principal Economist, Government of Yukon

Sarah Marshall, Vice President, Sustainability, Nova Chemicals

Natalia Martinez-Nagles, Manager, Social Impact, RBC Future Launch

Stephen Maynard, Senior Policy Analyst, FedNor

Liam McCarthy, Acting Director of Negotiations and Programs, PSAC

Taylor McKenna, Project Manager, Ontario Nuclear Advantage

Tim McNeill, Deputy Minister Education, Nunatsiavut Government

Catherine Middleton, Professor & Director, Toronto Metropolitan University, Ted Rogers School of Technology Management

David Moloney, Mutual Fund Indexer, CIBC

Melissa Murray, Project Manager, Yukon First Nation Chamber of Commerce

Mike Nader, President and CEO, Winnipeg Regional Health Authority

Dan Paradis, Senior project manager, Nishnawbe Aski Development Fund

Melody Pardoe, Chief Engagement Officer, Canada's Ocean SuperCluster

Ryan Parmenter, Director, Plastics and Marine Litter, Environment and Climate Change Canada (ECCC)

Melissa Payne, Director, Membership, Research and Learning, Canadian Bureau of International Education

Geni Peters, Director of Research, Environmental Careers Organization (ECO) Canada

Pierre Mani, Manager of Economic and Fiscal Policy, Government of Nunavut

Jitendra Prasad, Former Chief Program Officer, Contracting, Procurement & Supply Management, Alberta Health Services

Jackie Price, Director, Policy and Strategic Planning, Nunavut Arctic College

Kate Proctor, Director of Public Policy, Canadian Red Cross

David Raynaud, Manager, Advocacy, Canadian Cancer Society

Holly Richardson, Associate Professor, Rankin School of Nursing, St. Francis Xavier University

Leata Rigg, Professor, Northern College

Pamela Robertson, Principal, AIRT Consulting Inc

Daria Romaniuk, Associate Professor and Associate Director, Toronto Metropolitan University

Joy Romero, Vice President, Technology & Innovation, Canadian Natural Resources Limited

Ian Rongve, Assistant Deputy Minister, British Columbia Ministry of Health

Daniel Safayeni, Vice President of Policy, Workforce Development Policy Council, Ontario Chamber of Commerce

Anna Sallah, Senior Policy Analyst, Ministry of Children and Families, Metis Nation British Columbia

Chad Samain, Director of Data and Results, Policy and Performance Division, Government of Manitoba

Stephan Schott, Associate Professor, School of Public Policy, Carleton University

Richard Scott, Director/ Strategic Initiatives Branch, Ministry of Northern Development

Mathieu Seguin, General Manager, TC Transcontinental Recycling

Harry Sharma, Director, Innovation (hub), Carleton University

Steve Short, Independent Nuclear Energy Regulatory Expert

Meenu Sikand, Assistant Deputy Minister, Ontario Government

Chris Stacey, Education analyst, Yukon First Nation Education Directorate

Barry D. Stein, President and CEO, Colorectal Cancer Canada

Craig Stewart, Vice President, Federal Affairs, Insurance Bureau of Canada

Jason Sutherland, Professor, Centre for Health Services and Policy Research, School of Population and Public Health, University of British Columbia

John Tahyer, Senior Vice President, Sales and Marketing, NOVA Chemicals and Committee Chair, American Chemistry Council – Plastics Division

Lisa Taylor, President, The Challenge Factory

John Thayer, Senior Vice President, Sales and Marketing, NOVA Chemicals

Andrew Thiele, Senior Manager, Policy and Energy Innovation, Bruce Power

Tina Ticao, Nursing Instructor, Nunavut Arctic College

Kathryn Todd, Former Vice-President of Provincial Clinical Excellence, Alberta Health Services

Akira Tokuhira, Professor, Department of Energy and Nuclear Engineering, Ontario Tech University

Mansharn Toor, Research & Policy Analyst, Information and Communications Technology Council

Roopa Desai Trilokekar, Associate Professor, York University

Peter Turner, Economic Development Analyst, Council of Yukon First Nations

Eva Villalba, Executive Director, Quebec Cancer Coalition

Jason Visscher, Economic Advisor, Plastics and Waste Management, Environment and Climate Change Canada (ECCC)

Brian Wade, Director, Inuvialuit Community Economic Development Org

Elka Walsh, National Learning and Skills Lead, Microsoft Canada

Janice Webb, HR Manager, Nunatsiavut Group of Companies



How we measure the degree to which our work has resulted in **positive change**

Making an impact is a journey composed of many small steps to build understanding that the Wicked Problems facing our country have solutions. Through our work, we seek to bring about positive change.

The journey of impact culminates when leaders place such a high value on our insights that they are **persuaded to take action**. These actions result in new or adjusted policies and practices that provide social, environmental, and economic benefits to Canadians.

Through our impact key performance indicators, we track our organization's steps on the journey to change.

Our **awareness** and **value** indicators demonstrate how our research and expertise are being received outside of our organization.

Our **impact in action** narratives show how leaders are implementing changes based on our insights.





Impact in action



Leaders learning from leaders

The Conference Board of Canada's executive council line of business

The Conference Board of Canada's executive councils are confidential, closed-door settings that deliver connections with peers from the public and private sectors, as well as academics and not-for-profit leaders. They help leaders deliberately build their strategic networks and create opportunities to engage with thought leaders and learn from peers. We are proud that 48 per cent of our council members are vice-presidents and up, and an additional 35 per cent are directors. As leaders in their organizations, council members tell us how they act on the insights from the council to influence the direction of their organizations or help inform the policy choices being made by governments at all levels.

Not only are the conversations among peers unparalleled in Canada, we also bring some of the best thought leaders in the world to our council meetings. Speakers at our council meetings this year have included:

- Hamza Khan, best-selling author and world-renowned leadership and workplace keynote speaker
- Randy Pettipas, CEO, Global Public Affairs
- David Weiss, President and CEO, Weiss International Ltd.
- Ibrahim Gedeon, Chief Technology Officer, TELUS
- Suzanna Morris, Vice-President, Customer Data, Analytics and Loyalty, Indigo
- Susan Blum, AVP Applied Research and Innovation, Saskatchewan Polytechnic
- Jason Murray, President and Managing Partner, BIPOC Executive Search

What we've heard from our council members

“Being part of the Council [on Workplace Health and Wellness] has been an incredibly valuable resource in helping us shape overall wellness for our employees. The Council meetings provide a wealth of information from other like-minded employers, in a setting that is collaborative, informative, and engaging. Being able to tap into evidence-based research, webinars, and information requests is a huge benefit of being on the Council. The quality of information is second to none, and it helps us make strong decisions around implementing effective programs and services for our employees.”

Lyne Brun, Supervisor, Health & Wellness, Nova Scotia Power Inc.

“The Corporate–Indigenous Relations Council is one of the best forums I have had the opportunity to participate in, and it provides a lot of value to my organization. The meetings provide a unique opportunity to thoughtfully and candidly discuss cutting-edge ideas and practical issues with business, government, and Indigenous leaders from across the country.”

Justin Huston, Deputy Minister, Department of Communities, Culture, Tourism and Heritage, and CEO, Nova Scotia Office of L'nú Affairs

“The Council for Innovation and Commercialization provides an outstanding forum for networking with experts in technology and innovation. The thought-provoking seminars and discussions provide a wealth of ideas that can be applied within your own industry.”

Patricia Hawkins, Strategy, Partnerships, & Innovation Services, Myant Research Centre of Canada



Neurodiversity

We have a long way to go to create workplaces that embrace neurodivergent Canadians and get the best out of them. That is the conclusion of a series of research studies we conducted on how employers can better support these individuals. Our research series has resulted in the publication of three research outputs aimed at helping organizations who want to create more inclusive workplaces. The outputs are:

- [Building Workplaces Where Neurodivergent Workers Thrive](#), November 2022
- [Breaking Down Barriers: Improving the Workplace Experience for Neurodivergent Canadians](#), March 2023
- [Brick by Brick: Building Neuroinclusive Workplaces](#), March 2023, a two-page summary for executives detailing best practices

Despite the many benefits of a neurodiverse workplace, neurodivergent individuals encounter barriers to employment and career progression. For example, only 33 per cent of adults on the Autism spectrum were employed in 2017, compared with 79 per cent of adults with no disability. This gap alone is estimated to cost the Canadian economy anywhere from \$6 billion to \$11 billion annually.

What employers can do

To help neurodivergent individuals thrive we recommend: employers implement companywide awareness training on neurodiversity, put in place alternative hiring processes, improve the processes in place to access accommodation for all individuals, adopt a people-first management style, and work to create community for neurodivergent workers.

In FY2023, we presented this work to audiences of over 900 attendees at the following events:

- Borden Ladner Gervais LLP Professionalism Series (Panel discussion on neurodiversity in the workplace)
- CIWE Roundtable on Neurodiversity in the Workplace
- OPS Leadership Network (OLN): Building an OPS Where Neurodivergent Workers Thrive
- Work Wellness Institute Webinar on Neurodiversity in the Workplace
- Human Capital Councils Webinar: Building Workplace where Neurodivergent Workers Thrive
- OPS Cabinet Office Speaker Series: Building an OPS Where Neurodivergent Workers Thrive
- Canadian Museum for Human Rights Education Friday: Building Workplaces Where Neurodivergent Workers Thrive

This research is raising awareness for Canadian employers of the need to create workplaces where neurodivergent individuals can thrive. We look forward to continuing to advance the discussion and inclusion of neurodivergent workers in coming years.

What Is Neurodiversity?

The term neurodiversity was coined in 1998 by sociologist Judy Singer and refers to neurological variations in how some people naturally think, understand information, interact, and communicate with others. Many different types of people fall under the neurodiversity umbrella, including those who identify with Autism spectrum disorder (ASD), attention deficit hyperactivity disorder (ADHD), dyscalculia, dyslexia, dyspraxia, and Tourette syndrome as well as certain mental health conditions such as anxiety, depression, and obsessive-compulsive disorder (OCD). Given that neurodiversity encompasses many different types of conditions, not all neurodivergent individuals will present in the same way or have the same support needs.

This concept is only starting to become understood in Canadian workplaces. We found that more than half of the workers and employers (both neurodivergent and neurotypical) we surveyed had become aware of the term only within the past five years.





OpportuNext

OpportuNext was created to solve a major challenge facing Canadian students and workers—knowing what jobs will be available in the future and how to build a future-proof career. With the rise of automation and artificial intelligence, many Canadians are asking, “Are the skills I have currently transferable to a new career if my job disappears?” OpportuNext answers that question and helps Canadians identify where their next opportunity might arise.

To achieve this, OpportuNext draws on four massive data sources comprising 13 billion data points to allow users to explore over 30,000 career opportunities.

Data for occupation attributes like skills, abilities, knowledge, work activities, tools, training, and education are sourced from O*NET and Vicinity Jobs databases. Salary information is sourced from Statistics Canada’s Canadian Labour Force Survey (LFS). Employment growth prospects are based on data from the Model of Occupations, Skills, and Technology (MOST), and from an occupational forecast produced by Employment and Social Development Canada.

Since its launch in April 2021, thousands of Canadians and their employers have accessed OpportuNext to “see where your skills can take you.” This free-to-use tool was created with support from the [Future Skills Centre](#). Users enter basic information, such as their job title, and OpportuNext identifies options using our proprietary database. The tool identifies careers that require similar skills, abilities, and experience along with job salary and career outlook information. It can identify emerging transition careers and options that may not have been considered previously.

Access OpportuNext yourself at opportunext.ca.

OpportuNext by the numbers

4 massive
data sources

13 billion+
data points

30,000+
careers to explore

Infinite
custom applications
of this data



Impact in action

The Canadian Centre for the Innovation Economy

In fiscal year 2023, The Conference Board partnered with North America's largest urban innovation hub, the MaRS Discovery District, to launch a national research centre to examine and develop solutions to one of Canada's greatest innovation challenges—the failure to turn our strong research and development into commercial success.

Despite having a highly educated workforce and strong research capability, Canada repeatedly fails to turn these advantages into commercial success and innovation-based economic growth. This powerful partnership with MaRS will help drive research into concrete actions that support Canadian entrepreneurs and innovators.

The Canadian Centre for the Innovation Economy (CCIE) brings together Canadian innovation hubs, institutions, entrepreneurs, governments, corporate partners, and investors to research critical issues facing the innovation community and deliver data-driven insights to decision-makers. This research and the partners and venture funders who are members of the Centre will change the Canadian innovation landscape for the better.

Our research reveals ways Canada can enhance its productivity and global competitiveness through innovation. In collaboration with MaRS, we focus on how we can accelerate technology adoption and the scaling-up of Canadian businesses. Additionally, we analyze the implications of technological advancements on the future of work.

Key focus areas include benchmarking Canada's innovation performance, assessing the state of innovation ecosystems, and recommending ways to leverage the key drivers of commercialization, entrepreneurship, and corporate innovation to accelerate Canada's innovation ecosystem.

Canada needs new approaches to address our underperforming innovation across all sectors of the economy. The CCIE is our response to that challenge.

“CCIE brings together innovators, entrepreneurs, government, and investors to deliver deep research insights on critical issues facing the innovation community. Canada needs this now.”

Yung Wu, CEO, MaRS



Indigenous ownership in major projects

We are on the precipice of a major change in the economic relationship with Indigenous nations and Canada. Indigenous communities' equity ownership in major projects stands to drastically reshape how they pursue self-determination and financial independence. To achieve these benefits, we need to better support equity ownership and engage in an honest appraisal of the lingering harms many major projects have caused for Indigenous communities.

Our research series on Indigenous ownership is contributing to dialogue and action on Indigenous participation in three key ways:

1. We are showing that these projects can be a win-win-win situation for all involved—when done right.
2. We are shedding light on how to start building effective relationships by road-mapping positive experiences and requirements.
3. We are seeing some of our recommendations being taken up by others in the sector—such as the growing support for a national loan guarantee program to support Indigenous ownership of major projects.

In fiscal year 2023, we have been invited to share the results of this research with audiences of over 600 representatives from industry, government, and communities at forums hosted by:

- Institute of Public Administration of Canada
- Linkages: Northern Manitoba and the World Conference
- Invest in Canada
- Federal Economic Development Agency for Northern Ontario
- The Mining Association of Canada
- AFOA Canada

Indigenous peoples are forging a new economic future that stands in stark contrast with major project failures of the past. Our work is being recognized for its contributions to changing economic relationships for Indigenous nations.

“When you look at the take-aways from this research, the thing that really resonated with me is the link between self-determination and financial independence. This move for more equity participation in major projects allows for that to happen. Communities can have the economic freedom to make their choices on improving socio-economic outcomes.”

Terry Goodtrack, President and CEO, AFOA Canada

“Really pleased with the outcome of this analysis by The Conference Board of Canada. It’s timely, it’s relevant, it’s germane to improving outcomes for Indigenous peoples. In the current environment of pursuing reconciliation in its different forms, this is demonstrative of how many communities are benefiting right now from a form of economic reconciliation.”

Stephen Lidington, VP, Infrastructure Advisory, Colliers Project Leaders Canada

Read the research

- [Indigenous Ownership: Strengthening Economic Autonomy](#), July 2023
- [Indigenous Ownership: Best Practices for Major Project Success](#), March 2023
- [Indigenous Ownership: Overcoming Obstacles and Forging Partnerships](#), September 2022



Where insights
meet impact