



2022 - 2023

# Equity Report

# WHAT YOU'LL FIND IN THIS EQUITY REPORT

## About this Equity Report

A Moment to Land .....	1
About Fora .....	2
About this Equity Report: Where It Began, How It's Evolving .....	3
A Note on the Past Year .....	4

## Leadership and Staffing ..... 6 - 11

*More on our commitments and progress towards equitable recruitment, representation, anti-oppression and anti-racism training, and prioritizing staff mental health & well-being, as well as reflections on where we could have done better and our 2023-2024 Commitments.*

## Programs ..... 12 - 20

*More on our commitments and progress towards developing recruitment policies, increasing outreach & partnerships, researching bilingual opportunities, developing strong anti-racism & anti-oppression policies, renaming Girls on Boards, and increasing opportunities for cultural exchange, as well as reflections on where we could have done better and our 2023-2024 Commitments.*

## Communications ..... 21 - 28

*More on our commitments and progress towards inclusive language, accessibility, highlighting our community, events & safe spaces, and our ethical fundraising policy, as well as reflections on where we could have done better and our 2023-2024 Commitments.*

## Summary ..... 29

# A MOMENT TO LAND

As an organization, Fora operates on the land known by the colonial name of Toronto, Canada.

Toronto is derived from the Mohawk word “Tkaronto,” which means “the place in the water where the trees are standing.”

This land is the traditional unceded territory of the Haudenosaunee, the Anishinaabe, the Huron Wendat, the Métis, and the territory of the Mississaugas of the Credit First Nation.

To acknowledge this land is to acknowledge the deep roots, sacredness, and stories it holds for generations of Indigenous peoples who lived and continue to live upon it, and the privilege that we have as individuals of this organization to live, play, and work on this land.

With Fora's community spread across the globe, and with team members who work across Turtle Island, we also recognize that there are many nations engaging in ongoing struggles against settler-colonialism and dispossession of Indigenous peoples from their land, who have existed on it since time immemorial.

We exist in solidarity with these nations.



NETWORK FOR CHANGE



# ABOUT FORA

---

Fora delivers programs and skill-building opportunities that prepare the next generation of leaders to amplify their voices in decision-making spaces.

Since 2009, Fora (formerly G(irls)20), has been investing in young changemakers experiencing gender-based discrimination, and working to build more inclusive and equitable decision-making spaces. Through renowned leadership, advocacy, and community-building programs, we help young trailblazers gain new skills, confidence, supportive networks, and opportunities to lead gender equity movements, advance in their career trajectories, and change the status quo.

These young leaders aren't waiting on the sidelines to make an impact on the world — they are already driving change. We're here to help them do it.



## Where It Began, How It's Evolving

In August 2020, Fora published an [Equity Action Plan](#) – a pivotal moment that marked Fora's resolute and public commitment to identifying and addressing equity gaps within our organization. As part of this plan, we committed to sharing back with our community each year as we reflect on our progress and review (and renew) our commitments to building a more inclusive organization.

In the years that followed, calls for meaningful progress towards equity, inclusion, and representation continued to grow louder. At the same time, the gender equity and youth leadership movements suffered major setbacks against a backdrop of global crises – the fallout from the pandemic, international conflict, growing income disparity, rising anti-2SLGBTQIA+ hate, drastic and disproportionate effects of climate inaction, and more.

All the while, our community of young leaders continued to be left out of decision-making spaces because of the intersection of their age and gender. This is especially true for youth with additional intersecting identities who navigate multiple forms of discrimination, based on factors like race, disability, socio-economic status, and sexuality to name a few. These young leaders continue to bear the brunt of these crises, while being left out of conversations to address them.

**Across our organization, we will continue to call for justice in all its forms, including racial justice, Indigenous justice, gender justice, disability justice, queer justice, and climate justice. As our community calls for better, we continue to commit to going beyond just listening and learning, to continuously align our actions with our values.**

We recognize that critical reflection, ongoing feedback, and continued improvements are necessary as we strive to create an equitable organization. There's a lot more work ahead of us. As conversations around justice continue to evolve, so will we.

# A REPORT BACK TO YOU



Over the past 12 months, we continued to reimagine our programming and operations, and re-evaluate our internal processes. We continued to set ambitious goals, to have conversations that challenged us, and to work towards ensuring our programs, policies, communications, funding, and practices were reflective of our values and our community.

This Equity Report is meant to highlight our progress over the past year, assess and address where we fell short, and think about further action we can take. It is a testament to the community who holds us to a high standard, and the team who brings their own lived experiences and advocacy to their work.

**It's a reflection of our challenges, a blueprint for our goals, and a compass to guide us. Most importantly, it is a report back to you, as we reflect on where we can, and must, continue to make progress to build a more equitable, inclusive organization.**



## A Note on the Past Year

While our commitments are unwavering, we wanted to name that this past year was an especially challenging one for the non-profit sector as a whole, and for Fora in particular. We felt the impact of emerging from the global pandemic only to enter an economic recession that shifted the funding landscape drastically. Many long-term supporters had to make decisions to pull funding, and new funding became more challenging to secure. This has had a significant impact on our team, our organizational capacity, our ability to address all the goals we were resolved to deliver on, and ultimately led to difficult decisions about which goals to prioritize this year.

While we celebrate our progress, we also recognize that we were not able to accomplish all we hoped to in 2022-2023, which weighs heavily on our team. Please note that we remain steadfast in these commitments and will continue working towards realizing them in the year ahead, and beyond.



## Equitable Recruitment

### Our 2022 - 2023 Commitment:

Fora Interim CEO registered for an equitable recruitment training program (Sep. 2022) and will share learnings with the team. Formal processes will be created to improve consistency and equity in all of our recruitment and hiring practices.

### Our Progress:

Fora's Interim CEO participated in an 8-week equitable recruitment program, which covered systems of oppression, gender & sexual diversity, anti-racism, and combatting unconscious bias. In addition, the program provided strategies to approaching recruitment through an anti-racism and inclusive lens. The program reiterated many processes that Fora has already informally established but had not formally documented yet, and highlighted the need to formalize them internally so they could be applied fairly and consistently across the organization.



# Representation at Fora

## Our 2022 - 2023 Commitment:

Continue to work towards ensuring our staff team and board accurately reflect the diversity in our community, including diversity of race, religion, culture, gender, ability, and more.



## Our Progress:

- While we have not hired new full-time staff members in the past 12 months, we actively continue to prioritize inclusivity and diversity in our hiring and selection process, including in the selection of the new members of our Board of Directors, our Rise on Boards and Global Summit Steering Committees, and the hiring of two Research Assistants and one Summer Student.
- We are proactive in our outreach to get our opportunities in front of young women and gender-marginalized youth who are Black, Indigenous and/or racialized.
- Additionally, when recruiting board members and part time roles, we made additional efforts to provide opportunities to young people who may not be the “most experienced” candidate based on western standards, rather, came with lived experiences and perspectives that we acknowledge brought immense value to the organization.
- At the time this report is being written, our Board Members are actively recruiting a new Chief Executive Officer. As part of the hiring process, they developed a rubric for screening and interviewing candidates, built an interview guide and structure, and implemented a policy to ensure an equitable decision-making process. Embedded in this process are strategies for identifying and prioritizing applications from individuals who identify as members of marginalized groups and those whose identity and lived experience closely reflects our community. Interview panels are thoughtfully assembled to ensure diverse representation of Board, staff, and community members with different lived experiences throughout the interview process.
- For the first time, we implemented systems to provide payment (\$75) to candidates who were required to complete an assignment as part of the recruitment process.

# Anti-Oppression & Anti-Racism Training

## Our 2022 - 2023 Commitment:

Ongoing anti-oppression and anti-racism training to staff and board to improve knowledge of, and increase support to, marginalized communities. This is an ever-evolving process, and we are committed to doing better, year over year. We will also work with facilitators to ensure new team members can access previous all-staff trainings and resources as part of the onboarding process.

## Our Progress:

Due to funding challenges, we were unable to provide additional training opportunities for our staff and board this year. We acknowledge that this is very important in the work that we do and will include this in future grant proposals to ensure we have enough funding to provide these essential learning opportunities. Often, these training opportunities are made possible through capacity-building funds, which are very limited at this time in the sector and which poses a real challenge for our team.



# Prioritizing Mental Health & Wellbeing

## Our 2022 - 2023 Commitment:

Seek ways to prioritize mental health of the team + work/life balance, through initiatives such as providing 10-15 Wellness Days (additional paid days off), granted to staff throughout the year at the CEO's discretion.



## Our Progress:

We continued to seek new ways to prioritize the Fora team's mental health and work-life balance by:

- Adding an additional week (5 days) of paid vacation for all staff members (regardless of title or how long they have worked at the organization).
- Ensuring at least 1 paid Wellness Day per month was provided to staff (13 total), all of which were scheduled one year in advance so that staff could fully enjoy the day off. Wellness Days were also strategically scheduled around statutory holidays to provide an extra-long weekend off almost every month of the year.
- Planning a longer annual retreat, with the intention to rush less and rest more.
- Centering the teams' wellbeing and embracing a culture of flexibility with program implementation timelines to allow for improved work-life balance for the team.
- Put systems in place to ensure planning for all major events begin one year in advance, which has provided significant relief to the team in terms of the workload.

# Where We Could Have Done Better



- While we did not hire new staff this year, we recognize the importance of developing clearer processes around recruitment, to ensure consistency and equity for future hiring (e.g. scoring structures to be put in place for objectivity). Due to capacity challenges in 2022-2023, formal recruitment processes were not created. This will be scheduled for 2023-2024.
- Ensuring new staff members (full-time or part-time) have access to resources and trainings on anti-racism, anti-oppression, and equity as part of the onboarding process, to ensure consistent understanding and accountability among the team.
- Applying for funding for additional anti-racism and anti-oppression staff trainings earlier in the year.
- Updating our Human Resources Handbook with a clear and consistent process for incorporating financial compensation as part of the recruitment process, to ensure this is applied equitably across teams (e.g. \$75 compensation when an assignment is required).



# WHAT'S AHEAD:

## Our 2023 - 2024 Commitments



Systematize the onboarding process in order to ensure all new employees have access to past equity training sessions.



Formalize the recruitment processes to ensure consistency and equity in hiring practices (including when we pay candidates and how much).



Continue to apply for funding to provide equity training to staff and board and plan earlier.



Assigning a staff member to oversee the process of actioning the Equity Report, and ensuring commitments are reviewed throughout the year.



Re-evaluating staff salary bands to ensure the team is compensated fairly.



Last year, we also discussed and documented team feedback on gaps in policies, which will be monitored and actioned as capacity and funding allows.



## Develop Recruitment Policies & Guidelines

### **Our 2022 - 2023 Commitment:**

Develop official internal policies and guidelines for:

- Hiring facilitators and ensuring content/approach is mindful of our diverse participants
- Recruiting a minimum percentage of program participants from equity-deserving groups



### **Our Progress:**

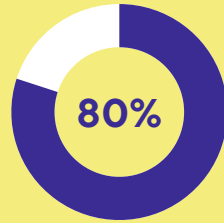
In our efforts of developing official internal policies and guidelines, we accomplished the following:

- Established & implemented a new process for hiring facilitators and speakers by developing & standardizing call for proposals. This included:
  - Transparency about the payment and honorariums offered in the job description
  - Developing an assessment system that ensured assessment criteria is mindful of the diversity of participants' identities and lived experiences
  - Including both Fora staff and Steering Committee members in assessment of applicants
  - Ensuring all non-staff speakers were paid the same amount in their category (i.e. not more/less based on experience)
  - Ensuring panelists, moderators, and speakers were briefed on the importance of using inclusive language prior to a Fora event
  - Creating a Speaker Kit that outlines Fora's values and guidelines to presenting and participating equitably and inclusively in Fora events
  - Developing a Speaker Agreement for inclusive participation in Fora events

- Established program guidelines to ensure 70% of selected program participants per cohort identify with at least one equity-deserving group.\* As a result:



of the most recent cohort of our Rise on Boards program identifies with at least one equity-deserving group



of the 2022 Global Summit Delegate cohort identified with at least one equity-deserving group

*\* We define an equity-deserving group as groups that experience barriers to equal access, opportunities, and resources due to discrimination. For example, the priority equity groups identified for Cohort 7 of the Rise on Boards program included participants who identify as: BIPOC or specifically Black, Indigenous, or Racialized; 2SLGBTQIA+; living with a disability; an immigrant or newcomer; a first-generation college or university student; and/or as being of low socio-economic status.*



# Increase Outreach & Partnerships

## Our 2022 - 2023 Commitment:

Create and implement a plan to increase local, national, and international targeted partnerships and outreach for Global Summit and Rise on Boards recruitment, to increase diversity among program applicants, event attendees, boards, and coaches.



## Our Progress:

In an effort to increase local and national targeted partnerships and outreach for recruitment for the Rise on Boards program, we:

- Developed a strategy and established partnerships with other board governance training organizations (i.e.. "All A-Board" partnership with eight partner organizations)
- Placed an emphasis on regional outreach to increase applicants from areas we had less representation historically, including the Atlantic Provinces and Prairies.
- Developed and hosted two new Board recruitment workshops to expand programming to new non-profit boards.



Implemented an outreach plan to research and reach more like-minded organizations, **increasing Rise on Boards outreach by 50%** (from ~400 organizations in 2022, to ~600 in 2023).

- These measures resulted in an increased overall number of applicants. We received 142 Young Director applications (107 in 2022) and 28 Coach applications (21 in 2022).



In effort to increase local, national, and international targeted outreach for recruitment for the Global Summit program, we:

- Developed and implemented an outreach strategy for targeted global recruitment & outreach, based on promoting increased regional representation. Placed emphasis on diversifying region-specific research to increase applicants from areas that have historically been underrepresented in the application pool. Our research resulted in doubling our database to ~ 400 organizations, with outreach taking place in Summer/Fall 2023 for the next cohort.



## Research Bilingual Opportunities

### **Our 2022 - 2023 Commitment:**

Research opportunities for making the Rise on Boards (formerly Girls on Boards) program bilingual (French).

### **Our Progress:**

Due to capacity and funding challenges, we made the decision to de-prioritize this focus area in the past 12 months. However, we did conduct research into French translation funding opportunities, but identified that much more comprehensive research will be required before considering opportunities to make future programming French bilingual.

# Develop Strong Anti-Racism & Anti-Oppression Policies

## **Our 2022 - 2023 Commitment:**

Develop strong policies and processes for Rise on Boards Young Directors, mentors, and coaches in the event of perceived or real safety issues in their program participation (issues such as verbal abuse, racism, ageism, or other forms of discrimination).



## **Our Progress:**

- Reviewed and updated the program Equity Training and guidelines, which were provided to all key participants and stakeholders at the start of the program.
- Revised the Microaggression Toolkit for Young Directors to include additional scenarios that folks may face in board rooms, with examples of how to address those situations. The new examples and content cover a wider range of unsafe scenarios on boards.

In addition, the Global Summit team conducted a similar assessment:

- Revised the Code of Conduct and Ethical Guidelines for mentoring relationships:
  - The Global Mentorship Program Guidebook was updated to include a new section about how to create an inclusive space for all participants to bring their best and most authentic selves, actively build a healthy and productive working relationship, encourage mentee independence and agency, and adopt a holistic approach to mentorship.
  - A new signed agreement was put in place for both mentors and mentees to agree to program commitments, in addition to agreeing that program participants can expect programming to be free from discrimination, harassment, bullying, and intentional misgendering.

# Rename Girls on Boards

## **Our 2022 - 2023 Commitment:**

Rename the Girls on Boards program, with the support of a Steering Committee, so that the program name is more reflective and inclusive of the gender-diverse youth also participating in it.



## **Our Progress:**

In 2017, Fora launched the Girls on Boards program, which trains and places emerging leaders navigating gender discrimination at board tables across Canada. As the program grew and our organization evolved, we realized that the name “Girls on Boards” was no longer reflective of our community, our participants, or our values. Our community of participants told us the program name was exclusionary and infantilizing.

Throughout 2022, our team consulted with program stakeholders and our Steering Committee, sent surveys, and met with gender and branding experts to gather feedback. What clearly came out of conversations were the following: our community asked for a name that was action-oriented, memorable, used simple and clear language, felt positive, and was completely non-gendered. It was important to our community that the name can be easily connected to our established Girls on Boards brand, hence the name includes the word “board,” and a name that had positive connotations and captured the program’s mission, without feeling tokenistic.

**In February 2023, we achieved this goal and launched the same impactful program with a new name: Rise on Boards.**

# Enhance Opportunities for Cultural Exchange

## **Our 2022 - 2023 Commitment:**

Facilitate cultural knowledge exchange among program participants that is reflective of unique/diverse cultures within Canada and abroad.

## **Our Progress:**

The Global Summit team:

- Hosted an interactive Anti-Oppression training session with Delegates to share and more deeply understand their different regional and cultural contexts, and to learn from one another's experiences.
- Delivered multiple in-person "Dialogue with Delegates" sessions, which included a session facilitated by Indigenous Knowledge Keeper, Amy Desjarlais



# Where We Could Have Done Better



- Formalize a policy to standardize the tools used and clear steps and processes for when perceived or real safety issues arise, for internal use.
- Ensure Rise on Boards Coaches and Young Directors receive, understand, and sign onto Guiding Ethics and Principles prior to starting their relationship.
- While we conducted some research on French-language translation services, the level of research and planning required to truly explore opportunities for making Rise on Boards French bilingual needed to be more in-depth and strategic.
- While we increased our outreach and conducted cultural knowledge exchange for the Global Summit program, we recognize the need for an even greater increase in targeted partnership and in opportunities for cultural knowledge exchange through strategically developed culturally sensitive workshops. With limited capacity, we were not able to achieve all we hoped in the last 12 months but are committed to continuing to work towards this in the next year.



# WHAT'S AHEAD:

## Our 2023 - 2024 Commitments



Conduct a Needs Assessment to evaluate language accessibility gaps in all programs to determine if there is a need for bilingual/multilingual program resources.



Reviewing and updating the Safety Protocols in our Human Resources Handbook and standardizing the tools used when perceived or real safety issues arise at in-person events and programming, for internal use.



Continue to develop ethical principles for all program stakeholders, as well as a process to ensure all stakeholders commit to it.



Facilitate a cross-program session to connect our national and global participants for cultural knowledge exchange that is reflective of unique/diverse cultures within Canada and abroad.



Continue building on our progress over the past twelve months by reviewing the Global Summit recruitment process on an ongoing basis, to ensure equity and accessibility is addressed through the application and selection process.



## Inclusive Language

### Our 2022 - 2023 Commitment:

Over the next 12 months, re-evaluate the gendered language Fora uses to describe our community, our organization, our participants, and our programs, to ensure it is inclusive and reflective of our community, as well as the community we would like to foster (e.g. the term “young women” is no longer reflective or inclusive of our community, and our spaces are not yet built to fully support participants outside of cisgender women).



### Our Progress:

- We evaluated the gendered language Fora uses to describe our community, organization, participants and programs to ensure it's more inclusive and reflective of our current community and the community we hope to foster.
- We publicly committed to re-evaluating our language (Oct 2022)
- We developed an internal Guide to Gender-Inclusive Language, which has been shared with the staff and board team, and outlines both the language we choose to use, and the reasons we chose to use it. This guide formalized critical shifts in our language and ensured consistent application across the organization (e.g. instead of “young women” we include “everyone marginalized by their gender”; instead of LGBTQ, we include “2SLGBTQIA+”)
- We actioned and applied these reflections by supporting the Programs team and Steering Committee with the Rise on Boards renaming process.
- We created external communications and guides to support external stakeholders (e.g. speakers and facilitators) in maintaining this commitment to inclusive language.

# Accessibility

## Our 2022 - 2023 Commitment:

- Enhance accessibility features on all of Fora's communications, including alt text, accessibility plugins, and open & closed captions across the website, social media, and newsletters.
- Conduct an annual accessibility audit to ensure best practices are being implemented on an ongoing basis.

## Our Progress:

- Upon conducting our annual accessibility audit, we made the decision to migrate our website to a new platform for the primary purpose of enhancing accessibility features, including website design, adding alt text to all images, ensuring our choice of language media was more reflective of our community.
- We collaborated with the entire team to review and update all webpage language and ensure the website was reflective of the organization we are and community we serve.
- Beyond our website, we also incorporated more visually accessible designs, including image descriptions and open & closed captions across social media and our email newsletters.





# Highlighting Our Community



## Our 2022 - 2023 Commitment:

Continue amplifying the voices of our community through sharing events, research, and initiatives our community is advocating for and/or participating in.

## Our Progress:

- We continued to amplify the voices of our community by making additional efforts to sharing events, research, and initiatives our community is advocating for and/or participating in and highlight the accomplishments of young leaders in our community more regularly through Fora Fridays (featuring our community on Instagram), reposting Instagram Stories and Tweets, and publishing youth-informed blog posts. Our Annual Report included featured stories and testimonials directly from Fora participants, and tried to ensure participants with a range of experiences and identities were included.
- We developed monthly content themes to guide our social media strategy and ensure we gave space to the many important conversations intersecting with our youth leadership and gender equity work, which included 12+ social posts specifically dedicated to moving these conversations forward and adding youth perspectives.
- We also made a conscious effort to ensure we feature stories from a broad range of members of our community (i.e. not always featuring the same stories), something we seek to continue improving in years ahead.



## Events & Safe Spaces

### **Our 2022 - 2023 Commitment:**

Ongoing respectful commitment to accessibility at Fora's in-person events (e.g. a prayer room that is thoughtfully designed; gender neutral & accessible bathrooms which highlight what kind of stalls are inside; ASL interpretation from interpreters who understand & can thoughtfully interpret conversations anti-racism & decolonization).

### **Our Progress:**

In our ongoing efforts to improve accessibility at Fora's in-person events, we gathered and implemented attendee feedback, provided attendees with space to share any additional accessibility features they require during event registration, provided a prayer room that is thoughtfully designed and private, made gender neutral & accessible bathrooms a non-negotiable for events, made childcare subsidies available upon request, and acknowledgement that accessibility means different things to different individuals.



# NEW COMMITMENT

## Creating an Ethical Fundraising Policy

In partnership with board members, we developed an Ethical Fundraising Policy that prioritizes the best interests of Fora's program participants and community over the receipt of funding from sources not aligned with the organization's values. This policy includes a due diligence process for companies, foundations and government institutions solicited by Fora, and established circumstances under which Fora may refuse donations from sources in conflict with our mission.



## Language & Safe Spaces

We acknowledge that there must always be alignment between the language we use and what our programming and spaces are able to deliver at this time. We recognize that in our mission to make our communications more inclusive, we run a risk of over-promising what we have the funding, capacity, and internal expertise to deliver at in-person events and through our programming, and need to ensure cohesion between who we communicate our spaces are for (and strive to include), and the process of ensuring we are planning and budgeting to ensure these spaces are actually ready to invite all young members of our community to participate freely and bravely.

For example:

- If we communicate that our events are safe for all non-binary youth, we must ensure all event speakers are briefed on the importance of using gender-inclusive language ahead of the event;
- If we commit to creating accessible spaces, we need to ensure there is budget and capacity for accessibility resources for programming like sign-language interpretation at our events.

## Highlighting our Community

We can continue to do a better job of showcasing, without tokenization, participants' accomplishments and community impact and featuring young experts within our community more often, so that content does not solely come from the Fora team but also directly from experts within our community. Two challenges with this are: team capacity and funding (as our goal would be to compensate participants for their time and expertise for labour-intensive asks like blogs).

## Accessibility:

- Ensuring there were sign-language interpreters for our in-person event programming. Providing ASL interpretation from interpreters who understand & can thoughtfully interpret conversations about anti-racism & decolonization at our events.
- Ensuring we list all event accessibility measures and accommodations clearly ahead of the event.

## Safe & Brave Spaces:

Creating the space for conversations about the shared experiences that young leaders have faced in leadership as a result of their gender or gender modality, especially including the experiences of trans women and non-binary and gender non-confirming youth.



# WHAT'S AHEAD:

## Our 2023 - 2024 Commitments



### **Language**

Ongoing collaboration with the Fora team and community to ensure our language evolves as our community does, and continues to be reflective, inclusive, and invites in all members of our community to participate with our work and feel safe and represented in doing so. We know this will continue to evolve as conversations within our team and community do. Our team recognizes that we need additional clarity on who our organization is best positioned to serve under the large umbrella of “young people marginalized by their gender,” and we need to develop internal clarity so that we can clearly communicate who our programs and spaces are set up to be safe for currently (to avoid causing harm), while continuously striving to make them safer.



### **Highlighting our Community**

Develop a policy for providing stipends for young experts sharing their knowledge to help inform Fora blog or social content that they are subject matter experts in, to ensure we can share more directly from our community's voices.



### **Accessibility**

Ensuring we list all event accessibility measures and accommodations clearly on our webpage and in emails ahead of the event, and making staff contact information easy to find, so that anyone with additional access needs can easily reach out to the Fora team (starting with our Leadership Forum). This also applies to systematizing a process for ensuring accessibility and safety in online spaces (including enabling transcripts, monitoring panels and social media to ensure harmful comments or participants are removed).

# IN SUMMARY



In a year where our organization faced many challenges – including an economic recession, global pandemic recovery, internal transition, and new obstacles to securing funding – this report gives us an opportunity to do two things: celebrate our progress; and grow even more resolved to move the needle forward in the areas we fall short.

This report also serves as a reminder that discrimination and oppression are intersectional, and our approach to achieving justice and liberation must be as well. We remain steadfastly committed to doing better for our community and our team, and particularly for marginalized members whose experiences and barriers to leadership are intersectional.

We would be remiss not to acknowledge the Fora staff and board's energy, efforts, and contributions behind the progress made this year. The team brought their own identities and lived experience to this work. They invested significant time, great care, and emotional labour towards moving the needle forward across our organization, and their contributions are invaluable.

Lastly, our approach to equity is ever evolving, and always informed by the expertise of young leaders who our programs serve. Their participation, feedback, and expertise are our foundation in forming new policies, creating stronger programs, and building a more equitable organization for everyone.

Sincerely,  
The Fora Team



**Website:** [www.foranetwork.org](http://www.foranetwork.org)

**Email:** [info@foranetwork.org](mailto:info@foranetwork.org)

 @foranfc

 Fora: Network for Change

 @foranetwork

 Fora: Network for Change

**Thank you to Fora staff team for creating this report, and to our community members whose images are featured in this report.**

Photography by Kalila Snow Jan and the Double Jay Collective.

Designed by Kelly Weiling Zou.

Edited by Cari Siebrits.