

11th

September 14, 15 & 16, 2009, Toronto

Endorsed by:



Diversity in the Workplace

Enhancing business performance and impacting the bottom line by recruiting, retaining and accommodating diverse employees



Optional workshops

INNOVATIVE DIVERSITY SOLUTIONS IN A CHALLENGING ECONOMY

Wendy Bircher, President, **Global Learning Initiatives**
Elaine Newman, CEO, **Global Learning Initiatives**

DIVERSITY & MENTORING

Sarah Gayer, Diversity/Equity - Consultant, **Sare and Associates**

Conference highlights

- Hear diversity best practices from leading private and public sector organizations
- Benefit from practical suggestions for integrating internationally trained immigrants into your workplace
- Leverage diversity initiatives for business success
- Discover how to develop and implement a diversity strategy
- Learn how to use workforce planning to optimize diversity and inclusion strategies
- Gain insight into developing an accountability framework around diversity
- Uncover strategies and tactics to gain management buy-in for your diversity plan

Participating organizations

BMO FINANCIAL GROUP
BLAKE, CASSELS & GRAYDON LLP
CANADIAN RACE RELATIONS FOUNDATION
CATALYST CANADA
CATHOLIC CHILDREN'S AID SOCIETY OF TORONTO
DELOITTE
THE FINAN DIVERSITY GROUP
GLOBAL LEARNING INITIATIVES
GLOBALLK
KPMG LLP
L'ORÉAL CANADA
THE MATTAM GROUP

MCKESSON CORPORATION
MCMASTER UNIVERSITY
PITNEY BOWES CANADA
PRIDE AT WORK CANADA
SARE AND ASSOCIATES
SCOTIABANK
SUNNYBROOK HEALTH SCIENCES CENTRE
TORONTO COMMUNITY HOUSING CORPORATION
TORONTO POLICE SERVICE
WECONNECT CANADA
WORKPLACE COMMUNICATION & DIVERSITY INC.
VEMO, INC.

"Yes I did benefit from this conference. There were several speakers who were exceptional and I would have loved to hear more from them."

- Lynia Vincent,
Gamma-Dynacare Medical
Laboratories

"I learned a lot about implementing diversity programs and how to collect appropriate data."

- Derek Quashie,
Bruce Power

"Learned implementation strategies for our HR hiring programs currently under review."

- Roger Savoie,
Canadian Operational Support
Command Headquarters

"Gave me a better understanding of what other organizations are involved in."

- Kareima Baksh,
Toronto Community Housing
Corporation

Dear Colleague,

All too often in these economically difficult times, diversity and employment equity are viewed as impediments to business success rather than as tools to accomplish corporate objectives and improve the bottom line. However, diversity initiatives can not only boost corporate growth by responding to the needs of an increasingly diverse clientele, but also improve the profitability of an organization by enhancing its internal and external image as a socially responsible enterprise.

Even though it may not be legally required to incorporate diversity initiatives into their HR programs, leading organizations realize that it is in their best interests to do so, as the diversity function is being seen as a legitimate business function that can provide a true return on investment.

Recruiting and retaining people from designated groups, developing effective outreach programs, building an inclusive culture and training managers in diversity and accommodation are all key building blocks to an effective diversity program. But the real tough part is keeping the initial momentum going, keeping top-level managers and senior management invested in diversity and incorporating diversity into the culture of the organization.

Endorsed by the Canadian Race Relations Foundation, Federated Press' 11th Diversity in the Workplace Conference will provide you with practical solutions that you can take back to the office and implement yourself, whether you have a good-sized diversity budget or are implementing diversity on a shoestring due to tough economic times. Topics to be discussed include:

- Creating a culture of inclusion
- Establishing the business case for diversity
- Gaining management buy-in for your diversity plan
- Developing an accountability framework around diversity and measuring the success of your initiatives
- Start-up and initial implementation of a diversity plan
- Inclusion best practices for employees with disabilities, gay/lesbian/bisexual/transgendered employees, and internationally skilled immigrants in the workplace
- Collaborating with unions to achieve diversity goals
- Optimizing diversity through strategic workforce planning
- Communicating effectively with different generations in the workplace
- Creating an effective work-life culture in increasingly diverse workplaces

Join experts from these leading companies to hear what they did right and how you can adapt their strategies to your own program: BMO Financial Group, Blake, Cassels & Graydon LLP, Catholic Children's Aid Society of Toronto, City of Toronto, Deloitte, KPMG LLP, L'Oréal Canada, McKesson Corporation, McMaster University, Pitney Bowes Canada, Scotiabank, Sunnybrook Health Sciences Centre, Toronto Community Housing Corporation, Toronto Police Service, and many more!

With the level of practical experience at this conference, this is one event that you cannot afford to miss. Register now by calling (416) 665-6868 or 1-800-363-0722. We look forward to seeing you at the conference.

P.S. Be sure to register for our optional workshops where you will learn about innovative diversity solutions that you can implement in response to today's challenging economy and strategies for creating cross-cultural mentoring programs.

Who should attend

Senior executives, vice-presidents, directors and managers in:

Human Resources	Strategic Planning
Workplace Diversity	Performance Measurement
Employment Equity	Cultural Competence
Recruiting & Staffing	Management Development
Training & Development	Employee Development
Global Diversity	

**Audio/Video segments clickable slide by slide
Papers and overheads also included
Print any of the material for your own use**



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Contact Nayla Costandi at: 1-800-363-0722 ext.244 for more information.

SESSION 1

PLANNING THE DIVERSITY INITIATIVE

Dr. Ayman Al-Yassini, Executive Director,
Canadian Race Relations Foundation

Monday, September 14th

9:00-9:45

CREATING A CULTURE OF INCLUSION: RESPONDING TO A CHANGING WORKFORCE

Marilyn Reddick, Vice President, Human Resources & Organizational Development, Sunnybrook Health Sciences Centre

Diversity is not just having an organization where many different races and cultures are represented. In order to perform well and truly meet client needs, there must be a corporate culture in place that welcomes these differences, embraces diversity and engages the entire workplace. This session will demonstrate how fostering a culture of diversity and inclusion throughout all levels of an organization can provide a company with a significant competitive advantage.

- Building bridges by relating to each other across differences, starting at the senior leadership level
- Creating the values, knowledge and skills to work with diversity via communication and training programs
- Sustaining diversity and inclusion by identifying internal champions and ensuring ongoing commitment and opportunities for resolving conflicts and discussion of diversity issues
- Talent management to promote a diverse workforce
- Diversity training initiatives

9:45-10:30

STRATEGIES AND TACTICS TO GAIN MANAGEMENT BUY-IN FOR YOUR DIVERSITY PLAN

Yasmin Meralli, Vice-President, Diversity & Workplace Equity, BMO Financial Group

As the economy and workforce keep changing, diversity programs are emerging as a key component to any organization's ability to remain competitive. Understanding the link between diversity programs and profitability and convincing top-level executives of the critical nature of that link, can heavily affect a company's overall success. This presentation will show you how you can go about building your business case.

- The "nuts and bolts" of how to create a customer-focused business case for diversity and how to make it a corporate core value
- How to connect the diversity program with other business goals
- Getting senior management buy-in for diversity: top-down support
- The criticality of communications
- Sustainment and success

10:30-10:45 NETWORKING BREAK

10:45-11:30

CASE STUDY: OPTIMIZING DIVERSITY THROUGH STRATEGIC WORKFORCE PLANNING AT MCKESSON

*Peter Louch, Founder and CEO, Vemo, Inc.
Susan Slater, Vice President, Talent Acquisition, McKesson Corporation*

With the changing demographics in the labour force, organizations are realizing the importance of workforce planning and human capital management. This enormous and once complex strategy is now being implemented by organizations that are better equipped than ever before to take up the challenge. This case study presentation will detail how McKesson uses workforce planning as a strategic approach to identify and address workforce gaps and develop diversity and inclusion strategies. In particular, the presentation will present a workforce planning model that helps predict the number of openings arising from growth positions, turnover and internal movement and then set obtainable targets for diversity recruiting goals.

- Exposing workforce gaps to produce an actionable strategic blueprint
- Integrating diversity objectives into the workforce planning process
- Analysis of the recruiting pipelines
- Using a workforce planning model to make recommendations about what cycle times and candidate pool sizes lead to optimal diversity recruitment

11:30-12:15

DEVELOPING A DIVERSITY STRATEGY TO IMPACT THE BOTTOM LINE

Andrea York, Partner & Co-chair of the Firm's Equity & Diversity Committee, Blake, Cassels & Graydon

Establishing an effective diversity program requires a well-developed strategy and plan. To ensure that new policies come alive within the organization, special efforts must be made to follow a comprehensive and clear implementation strategy that integrates diversity into the day-to-day management practices of your organization. This presentation will explore the latest strategies for successfully establishing a diversity strategy.

- How to develop a diversity strategy: including securing senior management support
- Key features of a diversity strategy
- Integrating diversity into the day-to-day management practices
- Implementing the plan: the initial steps
- Establishing self-sustaining diversity initiatives

12:15-1:15 LUNCH

SESSION 2

INCLUSION BEST PRACTICES

Frances Wilson, Diversity Manager,
Deloitte

Monday, September 14th

1:15-2:15

CCAS CASE STUDY: BEST PRACTICES IN DIVERSITY LEADERSHIP

*Terry Daly, Director of Human Resources,
Catholic Children's Aid Society of Toronto*

The Catholic Children's Aid Society (CCAS) of Toronto is an award-winning organization heralded for its ongoing commitment to diversity that has leveraged them to become an employer of choice. Throughout the past 20 years, CCAS has implemented a broad range of initiatives to create an organizational climate that actively promotes the elimination of inequalities in service and employment and operates from the premise that how the organization treats its employees is how employees will treat their clients. This presentation will:

- Highlight a model for anti-racist organizational change
- Share how all aspects of the organization were examined including areas such as recruitment and hiring, compensation, benefits, performance, disability management and succession planning
- Renew current challenges in creating an anti-oppressive framework and a culture of respect and dignity in the workplace

2:15-3:00

DECONSTRUCTING DIVERSITY: INCLUSIVE WORK ENVIRONMENTS & GOOD CORPORATE CITIZENSHIP

*Milé Komlen, Director of Human Rights & Equity Services,
McMaster University*

Diversity programs have increasingly become accepted as good ways of doing business. More importantly, the integration of individual differences is viewed as being responsive to emerging markets while sending the message to employees that their unique contributions are valued. But are diversity initiatives linked to tangible business strategies, or do they merely reflect an organization's corporate values? This thought-provoking presentation will challenge participants to reach beyond existing concepts of diversity management, towards scoping out new ways of adding value to organizational mindsets in unstable times. This presentation will consider:

- Evaluating inclusiveness principles as part of corporate citizenship
- Whether diversity is keeping pace with demographic trends and shifting business priorities
- Determining if inclusion is best achieved through a shared purpose
- "What are we supposed to be measuring anyway?"

3:00-3:15 NETWORKING BREAK

3:15-4:00

INCLUSION OF EMPLOYEES WITH DISABILITIES

Frances Wilson, Diversity Manager, Deloitte

One out of every seven Canadians report some level of disability, according to StatsCan. People with disabilities continue to face higher rates of unemployment than the non-disabled, due in part to additional workplace barriers they face. Although a growing number of

organizations accept, accommodate and appreciate the talents of all employees regardless of ability, many are still unsure of how to best hire and accommodate employees with disabilities. This discussion will highlight how Deloitte is approaching some of these issues.

- Leading from the top and from within
- Going beyond legislation
- Dispelling myths about accommodation
- Developing your employment brand for employees of all abilities
- Leveraging individual capabilities using innovative approaches
- Demonstrating your organization's commitment with clients

4:00-4:45

INCLUSION BEST PRACTICES FOR GAY/LESBIAN/BISEXUAL/ TRANSGENDERED EMPLOYEES

*Jenn Finan, Executive Director, Pride at Work Canada and Principal,
The Finan Diversity Group*

When your employees feel isolated or are harassed in the workplace because of their sexual orientation, this is a violation of their human rights. To make matters worse, the fear of potential harassment, isolation and violence often incite many Gay/Lesbian/Bisexual/Transgendered employees to hide or deny this aspect of their identity, especially in more conservative professions or workplaces. However, the tide has been changing as more and more companies instill policies and practices to create a more inclusive workplace environment for their GLBT employees.

- Putting in place anti-harassment workplace training, policies and procedures
- Investigating and resolving harassment issues in the workplace
- Implementing Employee Resource Groups (ERGs) to support personal and professional development

4:45-5:15

SUPPLIER DIVERSITY

*Laraine Kaminsky, President and Founder,
GlobalLK and Lead Strategist, WEConnect Canada*

Supplier diversity programs are increasingly being established to encourage increased levels of procurement from minority, disabled and women-owned businesses to reiterate the message that diversity is valued and an important element in the way business is conducted with suppliers. In particular, WEConnect Canada is an independent non-profit corporate membership organization that has been created to deliver the leading international certification standard for women-owned businesses in Canada in order to assist entry in the global supply chain. This presentation will review how WeConnect Canada is supporting supplier diversity and how to implement such a program in your company.

- Increasing equal access and fair competition
- WEConnect Canada's role in supplier diversity
- Certifying women-owned enterprises to be considered for global sourcing initiatives

SESSION 3

IMPLEMENTING THE DIVERSITY INITIATIVE

Marni Johnson, President,
Workplace Communication & Diversity Inc.

Tuesday, September 15th

9:00-9:45

SUCCESSFULLY IMPLEMENTING A DIVERSITY PROGRAM: LEVERAGING DIVERSITY FOR BUSINESS SUCCESS

*Loreli Buenaventura, National Manager of Diversity,
Equity and Inclusion (Canada), KPMG LLP*

Integrating diversity initiatives into business operations is easier said than done. Failure to do so can result in diversity programs being seen as having little relevance to the core business. To be successful, everyone in the organization must be fully prepared for change and transformational leadership. This presentation will explore the latest strategies for successfully implementing a diversity program that will be embraced throughout the organization.

- Developing a clear set of guidelines and goals
- Infusing diversity into daily practices and procedures
- Communicating, implementing and monitoring the progress of diversity initiatives
- Strengthening ties to the community

9:45-10:30

UNINTENTIONAL INTOLERANCE: THE DILEMMA FACING INTERNATIONALLY SKILLED IMMIGRANTS IN THE WORKPLACE

Marni Johnson, President, Workplace Communication & Diversity Inc.

We all agree that diversity creates a business advantage for any organization today. So why are so many internationally skilled immigrants facing barriers to employment? In this interactive session, participants will examine why the comments and behaviours of individuals are misinterpreted resulting in managers overlooking potentially talented candidates to hire or promote.

- How our cultural backgrounds shape the way in which we approach situations
- Why the concept of hierarchy influences our interpersonal styles at work
- The way in which our methods of communication can help us succeed or fail in the Canadian work environment
- Tips for helping internationally skilled immigrants be successful in your organization

10:30-10:45 NETWORKING BREAK

10:45-11:30

CASE STUDY: BUILDING AND EXECUTING A DIVERSITY STRATEGY AT PITNEY BOWES CANADA - GLOBAL STRATEGIES

Angela Agostino, Director Human Resources, Pitney Bowes Canada

Recruiting from a diverse labour pool enables organizations to more effectively meet customer demands, increases market share and advances productivity, innovation and creativity. As global competition intensifies and the demand for specific skills increases, organizations will discover that to recruit, engage and retain talent, attention must be paid to creating a workplace environment where diversity is not only supported but embedded into the corporate culture. This case study presentation will explore Pitney Bowes Canada's strategy for developing an inclusive and diverse workforce.

- Developing the business case for diversity in global markets
- Getting senior management and influencer buy-in for diversity
- Allocating resources for diversity in global markets
- How to develop a respectful workplace culture
- Connecting the diversity program with other business goals
- Communicating the wins and lessons learned to gain momentum

11:30-12:15

SCOTIABANK CASE STUDY: RETENTION STRATEGIES FOR A GLOBAL ORGANIZATION

*Deanna Matzanke, Director, Global Employment Strategies,
Scotiabank*

In today's ever-increasingly global world, cultural awareness and understanding have become crucial. Organizations that take their business global and venture into new markets can often lead to new cultural and organizational demands that affect the quality of life of their staff. In order to remain globally competitive, companies must now work to create programs, policies and practices that reflect the diversity of all employees' lifestyles and personal expectations. This presentation will share Scotiabank's key components of its global retention strategy.

- What does it mean to do HR from a global perspective?
- How does an organization create one image to retain employees around the world, while respecting cultural nuances?
- Strategic approaches to retaining the diverse talent needed to accomplish key business objectives
- How can you leverage domestic diversity to increase organizational capacity in going global

12:15-1:15 LUNCH

SESSION 4

PRACTICAL DIVERSITY IN TODAY'S ECONOMY

Sylvia Apostolidis, Director, Member Services,
Catalyst Canada

Tuesday, September 15th

1:15-2:00

L'ORÉAL CANADA CASE STUDY: GAINING COMPETITIVE ADVANTAGE THROUGH DIVERSITY AT REDKEN

Doriane Dalati, Vice-President, Redken, L'Oréal Canada

At Redken, one of L'Oréal Canada's leading professional hair care brands, the diversity and involvement of employees is viewed as the company's strength, enabling the organization to gain competitive advantage in an increasingly diverse marketplace. A core value of the company has been the fair and effective selection, development, motivation and advancement of its employees. And as its workforce has become increasingly diverse, so has its corporate teams; teamwork, in effect, has become diversity work. Indeed, Redken's success is on par with current research indicating that diverse teams increase innovation and solve problems better than homogenous teams. This case study presentation will examine how diversity impacts teamwork at Redken and how work teams can capitalize on their diversity to enhance innovation and problem-solving in order to directly impact the bottom line.

- Using diversity in the management of your team
- Developing team dynamics that capitalize on differences
- Assessing the cultural flexibility of the company and the team
- Diversity's benefit to the overall success of your organization
- Managing change and instability

2:00-2:45

DEVELOPING A METRICS AND ACCOUNTABILITY FRAMEWORK FOR DIVERSITY

Andre Goh, Manager, Diversity Management Unit, Toronto Police Service

It is one thing to plan and implement diversity initiatives, but how do you meet the challenge of measuring the effectiveness and success of your program one, two or five years down the road? Measuring the results is not only critical to the credibility of your initiative and for making the business case, but essential for benchmarking growth and developing future programs that positively impact the company's bottom line. This presentation will present an accountability framework for diversity and provide a quantitative approach on how to measure the results of your diversity initiatives.

- Using existing organizational data
- Conducting a diversity survey
- Determining clear and measurable objectives
- Implementing interventions and continuously measuring against baseline objectives
- Making measurement an integral part of the diversity process, not just a check at the end of the initiative
- Integrating evaluations into the ongoing diversity process in order to shape future plans

2:45-3:00 NETWORKING BREAK

3:00-3:45

WORK-LIFE EFFECTIVENESS FOR A DIVERSE WORKPLACE

Sylvia Apostolidis, Director, Member Services, Catalyst Canada

Work-life effectiveness is increasingly in demand. Employees' expectations of time at work, engagement in work and career growth opportunities have evolved, requiring new value propositions for businesses that need to sustain productivity and remain employers of choice. Catalyst's Work-Life Effectiveness (WLE) approach advances the historic practice of flexibility from a request for "me" to an organizational tool for "us", simultaneously benefiting employees and businesses. This presentation will examine how to create an effective work-life culture in increasingly diverse workplaces.

- What is WLE? What is the business case for WLE?
- How do diverse populations experience WLE?
- How can organizations and individuals support WLE?

3:45-4:30

COMMUNICATION SKILLS FOR BRIDGING THE GAP IN GENERATIONAL DIVERSITY

Lisa Mattam, Managing Principal, The Mattam Group

Diversity initiatives tend to focus on cultural and religious differences, however one aspect that should not be neglected is generational diversity. There has never been another time in history when so many different generations with such divergent world views and work philosophies have been expected to work together as a team. How can your organization effectively engage and communicate with these generations? This presentation will address what communication skills are needed to harness generational differences in today's workplace.

- Generational perceptions of work ethic and loyalty
- Understanding the influence of management style
- What are the common motivations and turnoffs?

4:30-5:15

WORKING WITH UNIONS TO ACHIEVE DIVERSITY GOALS

Des Gardner, Manager, Diversity, Toronto Community Housing Corporation

Sustaining diversity and inclusion by identifying internal champions and by encouraging employees to promote diversity is a step in the right direction. However, developing partnerships with unions in order to link policies, procedures and collective agreements to diversity is easier said than done. This presentation will highlight Toronto Community Housing Corporation's anti-discrimination policies in a unionized context.

- Defining diversity objectives throughout an organization to ensure universal action and acceptance
- Building bridges between differences, starting at the senior leadership level
- Integrating diversity in labour relations strategy
- Infusing diversity into daily practices and procedures

OPTIONAL WORKSHOP A

Wednesday, September 16th - 9:00-noon

INNOVATIVE DIVERSITY SOLUTIONS IN A CHALLENGING ECONOMY

Wendy Bircher, President, Global Learning Initiatives
Elaine Newman, CEO, Global Learning Initiatives

As diversity leaders, have your internal diversity resources and budgets been cut, while you are expected to maintain and even continue to enhance your organization's demonstrated commitment to diversity?

A tough economy not only impacts the output and ultimate success of yourselves as diversity leaders within your organizations, but can also put a great deal of stress on your individual employees, particularly those who have been affected by the dismal stock market, lowered housing prices and other market woes. And the longer the economy stands on shaky ground, the more individuals will experience stress in one form or another, tending to strengthen negative perceptions and workplace bias. Research suggests that when people are under stress, they tend to seek out familiar situations and people, and exclude others that are less like them. So it is exactly in these times that there is even more of a need for internal programs that focus on respect and inclusion in the workplace.

In this highly informative and practical workshop, you will learn about:

- Convincing senior management of the business case for diversity during tough economic times
- Challenges in managing diversity from both Canadian and U.S. operations
- Providing career development opportunities to high-potential employees from culturally diverse backgrounds
- Innovative new solutions from Global Learning that enable organizations to effectively do more with less

Wendy Bircher has a Master's Degree in Adult Education and Applied Psychology and is the President of Global Learning Initiatives. In her almost 20 years as a leader in the Human Resources arena, she has developed an expertise in a various areas related to HR, including all aspects of Diversity, as well as a wide variety of Leadership/Management and Employee Training Programs. She has effectively assisted leaders from a variety of different industries, including accounting, financial, pharmaceutical, advertising and government, maintain their competitive edge via their 'people.'

Chief Executive Officer of Global Learning Initiatives, Elaine Newman has over 25 years of global experience in senior sales, client relationship development and management consulting positions. She began her career with Dun and Bradstreet, servicing major financial institutions across Canada. She then spent over 15 years at Xerox Canada Ltd. in various sales and consultative roles, where she was instrumental in launching Xerox Business Services in Canada.

OPTIONAL WORKSHOP B

Wednesday, September 16th - 1:30-4:30

DIVERSITY & MENTORING

Sarah Gayer, Diversity/Equity - Consultant, Sare and Associates

Mentoring can no longer be seen as just being "nice to have" as organizations compete to attract talent and focus on unique ways to develop ties between diverse employees. Such programs and processes do not need to be complex or expensive to bring added value to the employer/employee relationship. Cross-cultural mentoring programs have been particularly successful in supporting diversity goals and strategies. This workshop focuses on how to create effective mentoring programs that contribute to both the individual development of diverse employees and in creating a culture of collaboration.

- Gaining senior management buy-in and visible support
- Informal versus formalized diversity mentoring programs
- Choosing and training mentors that appeal to your diverse organization
- Implementing a mentoring program to familiarize diverse employees with cultures and languages
- Building loyalty among diverse employees through mentoring
- Mentoring programs for new immigrants
- Linking mentoring to performance management, career and professional development, culture, company brand and business plan
- Strategies for mentors to communicate with culturally and linguistically diverse employees

Sarah Gayer, CHRP, is a Certified Human Resource Professional at Sare and Associates with over 15 years experience in the field of HR management. She has provided expertise to a variety of sectors. She has actively participated in the Human Resources Professional Association of Ontario (HRPAO), serving as a volunteer, participating in their mentoring program and offering workshops to the Hire Authority. Sarah currently facilitates programs in the Human Resources Management Program and Supervisory/Management Program at Sheridan College and the Human Resources Professional Association of Ontario (HRPAO). Sarah is also a regular contributor to various newspapers on HR-related issues.

11th

September 14, 15 & 16, 2009, Toronto

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Diversity in the Workplace

Enhancing business performance and impacting the bottom line by recruiting, retaining and accommodating diverse employees

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