

April 2024



Accessible Procurement in Canada



**BUSINESS
+ HIGHER
EDUCATION**
ROUNDTABLE



Contents

04 — **Executive Summary**

07 — **Introduction and Context**

10 — **Research Objectives and Rationale**

What are we doing? 10

Why?11

But really, why? 12

13 — **Key Findings**

14 — **Section 01:
Accessible Procurement is big
and it's new**

18 — **Section 02:
Varied Roles and
Considerations in Accessible
Procurement**



23 — **Section 03:
Procurement Professionals
Face Barriers and Challenges**

27 — **Section 04:
Capacity-Building and
Community are Essential**

32 — **Recommendations**

38 — **Methodology**

41 — **Acknowledgements**

42 — **Endnotes**

Executive Summary

In partnership with the Canadian National Institute for the Blind (CNIB), and funded by Accessibility Standards Canada (ASC), this report examines Accessible Procurement (AP) in Canada, focusing on the perspectives of procurement professionals and intermediary organizations.



Through key informant interviews with participants from federally-regulated organizations and business associations, we identified challenges, opportunities, and recommendations related to implementing the accessibility requirements outlined in the Accessible Canada Act (ACA).

The new federal legislation is designed to foster barrier-free social and economic inclusion of persons with disabilities (PWDs), including the promotion of meaningful and high-quality employment opportunities through the development and implementation of AP practices.

What we found is that:

- AP is a new concept for most procurement professionals and organizations.
- Limited understanding, coordination, and collaboration exists within and across organizations about how to integrate accessibility into procurement decision making.
- But there is recognition of the value of AP in creating inclusive work environments, attracting talent, and complying with legislation.





More work needs to be done, though, to:

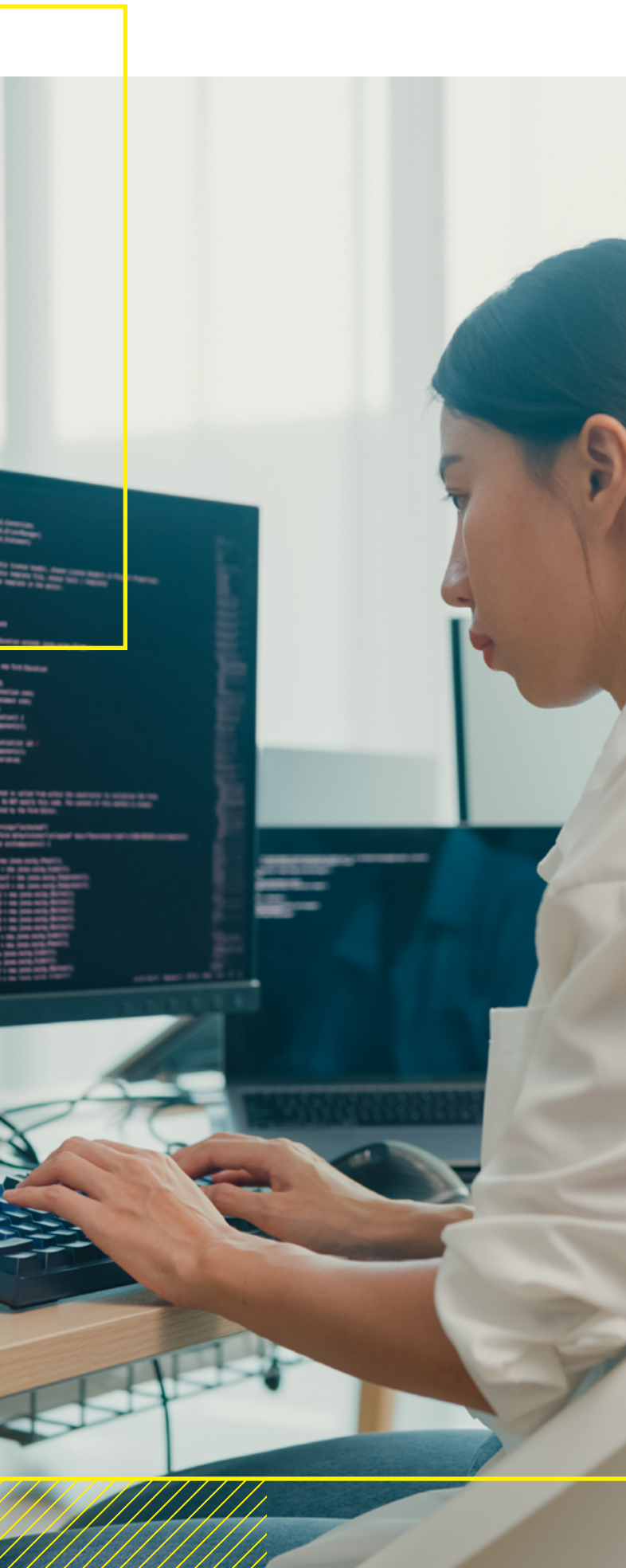
- Build awareness, knowledge, and capacity in organizations through the development of new resources, guidelines, and partnerships with accessibility experts.
- Provide procurement professionals and teams with access to information, research, and peer networks.
- Foster organizational cohesion around accessibility, alignment with supplier diversity, and influence on supply chains.
- Promote a coordinated approach to AP and commit to ongoing monitoring and evaluation.

The goal here is to help the Government of Canada create supportive and inclusive environments that foster accessible procurement practices, increase awareness, knowledge, and capacity among procurement professionals, and improve accessibility outcomes and economic participation for PwDs across Canada.

Introduction and Context

This report explores employer perspectives and experiences regarding procurement for accessible workplaces in light of the ACA, which prioritizes the integration of universal accessibility into procurement practices to ensure that PwDs can work and thrive in accessible workplaces.





Employers are still at the early stages of integrating accessibility into their procurement processes and diversifying their vendors. But AP will only become more critical as organizations across the country tackle labour shortages, while also working to create more equitable, diverse, and inclusive workplaces.

Too many talented Canadians are left out of the labor market due to inaccessible workplaces and the need to disclose their disability to obtain the tools and resources for workplace success. Statistics Canada data from 2017 reveal that 22 per cent of the Canadian population aged 15 years and over, approximately 6.2 million individuals, have one or more disabilities.¹ PwDs face numerous barriers to meaningful employment.

AP will help lower and remove barriers. In part because it involves the purchase and utilization of tech, tools, goods, services, and infrastructure that are universally accessible and contribute to high-quality, barrier-free employment and work environments. This includes internal procurement for the workplace and employees as well as procurement for the development of external client/customer-facing products and services.

Embedding accessibility into procurement is a comprehensive, organization-wide process. Decision-making in procurement involves different roles based on organizational needs and responsibilities. Questions arise regarding what needs to be procured, for what purpose, for whom, and who is responsible for making it happen.

It includes how buyers solicit assets from suppliers through processes such as Request for Proposals (RFPs) and whether platforms and processes are accessible to entrepreneurs with disabilities. In other words, inclusive procurement or supplier diversity considers who buyers

are procuring from, such as disability-owned businesses that may be more likely to provide accessible assets.

The larger procurement lifecycle involves planning and budgeting, requirements and specifications, sourcing and solicitation, evaluation, contracting and contract management, testing and validation, managing performance and relationships, and reviewing, training, and learning.² Economic opportunities and labor market participation can be fostered for PwDs by embedding accessibility throughout the procurement lifecycle.



Research Objectives and Rationale

What are we doing?

Our focus is on leveraging procurement as a tool to create accessible, high-quality environments within the workplace. We aim to ensure that the goods, services, and infrastructure acquired contribute to universally-accessible workplaces that can be utilized effectively by all employees without the need for modification or accommodation.

To gain insights into this area, we examined existing literature and spoke with procurement professionals and intermediaries from federally-regulated

organizations, seeking to understand their experiences, challenges, and needs in relation to AP.



Why?

Accessible and high-quality workplaces play a pivotal role in attracting and retaining PwDs, thereby providing equitable opportunities for one of Canada's most underemployed communities. By fostering inclusive workplaces, we can enhance access to skilled talent from the untapped pool of PwDs.

Additionally, while there has been some focus on supplier diversity within procurement research and development, less attention has been paid to other aspects and stages of embedding accessibility into procurement practices.

And of course procurement is also one of the priorities of the ACA. The Act applies to all federally-regulated organizations and mandates the development and implementation of disability action plans to create barrier-free workplaces.

With deadlines fast approaching for these plans, gaining insights into employer experiences, perspectives, and needs becomes pivotal for the successful implementation of the Act.

“ So let's start with procuring stuff that will make the workplace accessible...It's a big project. So basically, the idea is anytime you're starting a new procurement there's an analysis that has to be conducted in terms of market requirements etc. So the question of accessibility starts right from the start, and you need to when you're doing your market review, it has to be included, that you know the concept of accessibility.”

➤ Procurement Professional,
Crown Corporation

But really, why?

The goal is to provide recommendations to ASC to help develop evidence-based procurement standards that foster universal accessibility, focusing primarily on federally-regulated organizations as mandated by the Act.

It's worth noting, however, that these efforts will have downstream effects on supply chains, even beyond the scope of federally-regulated organizations, particularly for small and medium-sized enterprises (SMEs) as they respond to the accessibility priorities.

“ When we talk about procurement in terms of the life cycle, the first really is where you are defining your requirement, finding your sources then you go and get the bids so to speak then you evaluate then you contract then you actually start the work and then you manage the asset ... the first and foremost part we have to do a better job in defining the requirement. That means that we need to seek the experts to give us guidance.”

↗ Procurement Association Lead



Key Findings

Based on conversations with procurement professionals and intermediary organisations, we've identified four key findings:

- AP is big and it's new
- Not all procurement roles are created equal
- Procurement professionals face a range of barriers and challenges
- Everyone needs more capacity-building and a go-to community

Accessible Procurement is big and it's new

The introduction of the 2019 ACA brought AP to the attention of most procurement professionals and their organizations. But there is limited understanding and knowledge of how to integrate accessibility into procurement decision-making, leading to confusion. As organizations are still in the early stages of adopting accessible procurement practices, procurement professionals struggle to provide specific details on its implementation in the procurement lifecycle.



Despite the limited knowledge and experience, procurement professionals recognize the value of AP in creating inclusive work environments and attracting talent. This mindset, though, is not yet widespread, particularly among smaller companies. Intermediaries in the procurement ecosystem have focused primarily on supplier diversity rather than procurement for accessibility itself.

There is significant variability in organizations' awareness and perception of AP and accessibility legislation, with some resistance and hesitancy from SMEs. Understanding of the Accessible Canada Act is also limited, and organizations express a desire to learn how to implement it effectively. Some organizations have sought assistance from external consultants for accessibility audits and the development of guidelines and roadmaps.

“ I would say not that everyone we work with is asking us about it but even six or 12 months ago this was not something that necessarily came up for consideration. We are very responsive to what we hear from the folks that we work with and it's a question that we have started to hear from folks more recently, how do some of these decisions we are making relate to accessibility legislation? That has been an interesting insight but it is something that is coming to the forefront of people's minds as a question. You see that shift.”

↗ Procurement Organization Lead



There's confusion and variability, too, in understanding the scope of AP, including procurement of internal goods, client-facing considerations, accessibility of procurement processes, and supplier diversity.

These challenges are interconnected and impact the participation of PwDs in the labor market. Supplier diversity initiatives may affect the availability of accessible goods and services, while the accessibility of procurement processes influences the ability of disability-led organizations to compete in bids and proposals.

In other words, accessibility has a multiplying effect on overall accessibility goals. Some organizations already have internal objectives for supplier diversity, while others utilize questionnaires and due diligence practices to assess suppliers' practices and policies.

“ We work with a number of federally-regulated corporations and crown corporations. They have to have the accessibility plan submitted by this year, so that is why they care to be honest, because they have to have it in place. They are looking at accessible procurement, folks like us that are doing this work because they don't have anywhere else that they can get it from. They are always saying to us ‘You guys are the experts.’ And we're like ‘Nobody is the expert.’”

↗ Procurement Association Lead

“ This is really new to me. I’ll be honest with you. Talking about accessibility is one thing, but accessible procurement, as it pertains to... those resources and supports that the businesses need to put in place to make those workplaces accessible... I don’t know much about it to be honest with you.”

↗ Chamber of Commerce Lead



Varied Roles and Considerations in Accessible Procurement

In federally-regulated organizations, decision-making regarding the accessibility of goods, services, and infrastructure is not always centralized within procurement teams. Accessibility expertise and procurement expertise often do not overlap, adding complexity to the process. The scope of procurement itself is broad and intricate.



“ So we don’t typically get involved in things like development of specifications for accessibility or anything like that. What we do, where we do have a minor role, is in the development of questionnaires with regards to the bidding community themselves. So, for example, we may ask for companies to self-declare if they are a visible minority, or a diversity- or women-owned or these types of criteria. If you are to fall into these, you can tick a box, and we are aware of that. And sometimes when we make awarding decisions, we take those things into account.” This is something that’s pretty standard in the procurement industry right now where these types of questions will be asked of us and in order to provide the appropriate responses we need to have that information.”

↗ Procurement Professional,
Transportation

Government departments, for instance, assign responsibility for AP strategy and internal client support to procurement professionals. In other sectors, like transportation and financial services, the procurement team focuses on the accessibility of procurement processes, while considerations of accessibility in asset selection lie with facilities or individual business units.

Compliance officers with knowledge of legislation often support these aspects. Procurement teams facilitate the procurement process but may not make decisions regarding asset needs and accessibility. Nonetheless, they play crucial roles in ensuring accessibility throughout the procurement lifecycle, including accessibility of procurement processes and supplier diversity.

Finding the right person and determining the specific help required can be challenging, as the level of familiarity with accessible procurement varies across different roles within an organization. Government departments, particularly Public Services and Procurement Canada, have been more closely aligned with accessibility legislation and internal networks of procurement professionals focused on AP.

Procurement professionals mentioned the need to balance accessibility considerations with factors such as price and business requirements. But accessibility may not always receive equal weighting compared to other considerations. Decision-making in this area is complex and context-dependent, with case-by-case evaluations and supplier engagement being common. The range of accessibility knowledge and its application to different types of assets further contributes to the complexity.

“ If you are a professional of a medical supply organization and you’re a buyer for the medical organization, and you’re buying wheelchairs and walkers for hospitals and things like that, well, those types of people, of course, they will be much more involved in the details. They will know the standards that they are applying to, or they know the standards or the specifications or the legislation that their buyer has to conform to.”

↗ Procurement Professional, Transportation

Collaboration and alignment among individuals and roles involved in procurement (procurement professionals, internal clients, compliance specialists) throughout the procurement lifecycle are crucial. AP is typically part of larger organizational priorities and efforts to comply with accessibility standards in federally-regulated organizations. It is not an isolated exercise.

While some organizations prioritize the accessibility of external-facing assets due to existing standards and regulations, they are increasingly applying the same accessibility lens to internal procurement processes and assets.



“ Looking at all the types of procurement methods that are accessible for their needs, and making sure that I identify with my clients specific needs. We go to the statement of work, to the security requirement, to the accessibility. Identifying with the client the accessibility requirements. Also, developing questions with my client and making sure it is not restrictive. There is a lot of research because I am not an HR specialist, this is one part of my job I like. A lot of research, a lot of networking with some colleagues outside of my department. Also, just on the web, getting to know more about different types of services or needs, or subjects. And brainstorming with my clients about what is needed. Which is actually a good thing as a procurement officer if you are a generalist.”

➤ Procurement Professional,
Federal Public Service

“ There’s a member of the team that actually looks at accessibility. They’re our subject matter experts internally, where there are considerations for accessibility to be made, especially from a systems perspective. But our role today, we aren’t the ones that are driving it. Essentially the business areas or project teams seeking a new solution are the ones looking to the marketplace. We support them and we align them with our regulatory compliance team to let them know this is a solution, accessibility is a consideration and it becomes part of the requirements that are embedded in that process and go to market... When we think about customer-facing solutions, so for the public use, versus in-house solutions that we use as employees of the bank, we tend to apply the same lens when we think about accessibility. However, we also understand that from a customer’s perspective, we’re regulated and required to include accessibility considerations. We’re internal facing. It’s not legally required, but it’s definitely desired and expected that we’re pursuing those considerations as part of the systems we enable for our own staff. We like to think we play a role in decision-making. But in all truthfulness, we actually don’t. We help facilitate the arrival of a decision by the respective stakeholders in the process.”

↗ Procurement Professional, Financial Services

Procurement Professionals Face Barriers and Challenges

Procurement professionals encounter various barriers and challenges in implementing AP. These obstacles differ depending on where AP sits within an organization.



Lack of awareness and responsibility: if procurement for accessibility is not under the purview of the procurement team, there is often little to no awareness or internalization of accessibility's role in procurement processes and supplier diversity. Procurement professionals may not see it as their responsibility and may not realize their crucial role in procuring for accessibility.

Resource constraints: many employers, particularly larger organizations, express openness but feel overwhelmed by the perceived effort, time, and financial resources required for AP. This leads to inertia or pushback in taking action. Procurement professionals lack clarity, guidance, and support, along with low confidence in disability-related matters and confusion about legislative requirements and next steps.

“ In my experience, larger companies definitely have greater capacity than the smaller ones to be able to do this. That’s just a given. Because obviously, a smaller business doesn’t necessarily have the resources to, first of all, research and understand what they need to do. And then secondly, actually the capacity to be able to afford these modifications to access that talent. Whereas larger corporations, they have departments that are focused on EDI, and making sure that they are building those modifications and capacity within the organizations. They have it mandated within their governance structures to do so.”

↗ Chamber of Commerce Lead

Compatibility challenges: the availability of assets in supply chains that meet accessibility criteria poses a challenge. Balancing accessibility considerations with traditional business factors like cost and legal requirements is complex. Concerns arise regarding the integration of accessibility into decision-making processes and potential conflicts with other criteria. This issue is relevant not only for procurement teams but also for organizations focused on facilitating procurement processes and ensuring supplier diversity.

“ I’ll be very honest because we’re in very early stages and even when talking to other organizations, like what’s going on in the space and how do we do this, I feel like a lot of people are understanding it very differently. Basically, I’m following the Government of Canada, what they have posted and what they’re doing because I was trying to figure out what they are doing and following where they’re going. I feel like they have been more ahead of everybody in the space and they know what is going on. On our side, we’re trying to figure out what to do and talking to other organizations, they are trying to figure out what it means.”

↗ Procurement Professional,
Financial Services



SME exclusion: There are concerns that prioritizing accessibility criteria, including supplier diversity, may inadvertently exclude SME suppliers that offer goods or services meeting other procurement requirements. The challenge lies in weighing accessibility alongside other factors within a point system used for decision-making. There is a need to ensure accessibility considerations do not create barriers for other criteria and to promote inclusivity within the SME ecosystem.

Intermediary organizations primarily address the barriers faced by the organizations they support, focusing on areas such as building awareness, capacity-building, networking, and shifting the understanding of AP's value proposition. They aim to facilitate accessibility for employers, particularly SMEs, at federal, provincial/territorial, and local levels. These organizations also strive to improve their role as facilitators between employers and accessibility and procurement specialists, enhancing collaboration and expertise exchange.

“ There is a foregone conclusion, and assumptions that everything is going to be more expensive so we don't do it now, we will do it later. We don't have that budget now, so budget is always going to be a constraint for all organizations at any given time. So it becomes, is it a priority for the organization? Are we going to do it when? And that's how it's done. I don't see that happening here as lack of interest or it's not a priority”

↗ Procurement Professional, Transportation

04

Section

Capacity-Building and Community are Essential

To advance AP practices, organizations require capacity-building and a supportive community.



Resources for procurement

professionals: procurement teams need comprehensive resources to raise awareness and understand the value of AP. This includes access to in-depth knowledge on accessibility, research, step-by-step guidelines, and practical examples of integrating accessibility standards into procurement processes.

Collaboration with accessibility

experts: intentional collaboration between procurement professionals and accessibility experts is crucial. Embedding accessibility experts within procurement teams or providing support roles can enhance decision-making and support internal clients effectively.

Supplier diversity and economic

participation: organizations should be aware of the connection between supplier diversity, accessibility, and economic participation of PwDs. Supplier lists of companies supporting accessibility can help identify diverse and accessible suppliers to foster collaboration and follow best practices.

“ I’m thinking, probably you could point out some use cases. This is what company XYZ is doing somewhere. And this is how accessible procurement can work if you have never done it. This is a starting point, this is what their pinpoints are. And this is how you develop and this is how you can...That would be our first step if you have something of that”

↗ Procurement Professional,
Transportation



Awareness and alignment:

organizations without AP expertise in their procurement teams still require awareness and knowledge about the role of supplier diversity and accessibility in the broader accessible procurement lifecycle. Alignment between procurement for accessibility, supplier diversity, and accessibility of procurement processes is crucial.

Influence on supply chains: as AP gains momentum, federally regulated organizations have the opportunity to influence supply chains and promote the integration of accessibility. By demanding accessibility, organizations can drive innovation in the provision of accessible goods, services, and infrastructure.

“ You know certain accessibility, criteria, or requirements. It does then change that specific business market if it doesn’t exist already, or it does, it helps the vendors to. If they don’t have it implemented in their practices or products. Now, it’s something that they would certainly make sure that it’s on their board to do in order to win business in the future, if not, if they don’t already have it as well as hiring. It opens up a sort of hiring at the vendor’s end with the same concept.”

↗ Procurement Professional, Crown Corporation

Ultimately, capacity-building initiatives and a supportive community are needed. This includes providing tools, resources, and engagement opportunities to help employers proactively integrate accessibility into procurement decision-making. Cohesive convening efforts and a national accessible procurement forum can facilitate networking, mentoring, and sharing of best practices. Chambers and national procurement professional bodies have an opportunity to lead and provide guidance and support to employers across Canada.



“ Maybe I will add that we typically find at least, in terms of our community and their spirit towards all of this is that there is a lot of support that goes in between SMEs as well. Particularly ones that are owned by people with disabilities. Given that they have the fluency and awareness of the kinds of goods and services that they need, in order to make sure their business runs in an accessible way. There is a lot of SME buying from one another and supporting one another - which is definitely an asset...”

This is the kind of thing that needs to be clarified with corporations. When we are talking about supplier diversity, there are those downstream effects, when you buy from and empower one small or medium enterprise, they are going to pass that wealth along, and it is going to grow the pot for everyone.”

↗ Procurement Organization Lead



I feel like it's the conversation we've been having over the last few minutes that has been determining who is most responsible...

Within all of this corporate social responsibility stuff, it is typical to hire a Chief Diversity Officer, and that person becomes responsible for all things corporate, social responsibilities. When it comes to procurements, there needs to be a really planted approach where I mean, you have knowledge and subject matter experts in diversity who are working in collaboration with procurement and procurement, as endorsing and accepting this will stop I think that is may be what is lacking that uptake from a procurement department. It is pretty stagnant as a place. Smart diversity requires new tracking, and obviously more expenses being housed by the procurement department. I think that is the challenge illustrating why it should be housed despite including diversity in the title supplier diversity, at least this is what I'm privately talking about. It is unclear to most purchasing organizations."

↗ Procurement Organization Lead

Recommendations

For the government to consider when implementing the new requirements of the Accessible Canada Act.



1. Enhance Awareness and Knowledge

Develop comprehensive educational resources and training programs to increase awareness and understanding of AP among procurement professionals and organizations.

Offer guidance and step-by-step guidelines on how to integrate accessibility considerations into the procurement lifecycle.

Foster collaboration and knowledge-sharing platforms where procurement professionals can exchange best practices and learn from each other's experiences.



2. Capacity-Building and Collaboration

Facilitate intentional partnerships and collaboration between procurement professionals and accessibility experts within organizations to ensure a holistic approach to accessible procurement.

Provide resources and opportunities for procurement professionals to upskill and acquire the necessary expertise in accessibility.

Establish a national accessible procurement-focused forum or community where employers can network, mentor, and share best practices.



3. Supplier Diversity and Accessibility

Promote awareness of the connection between supplier diversity and accessibility in procurement processes and the downstream impact on economic participation of PwDs.

Develop supplier lists that identify accessible and diverse suppliers to assist organizations in sourcing from inclusive businesses.

Encourage procurement professionals to consider the availability of accessible goods, services, and products when engaging with disability-led organizations.

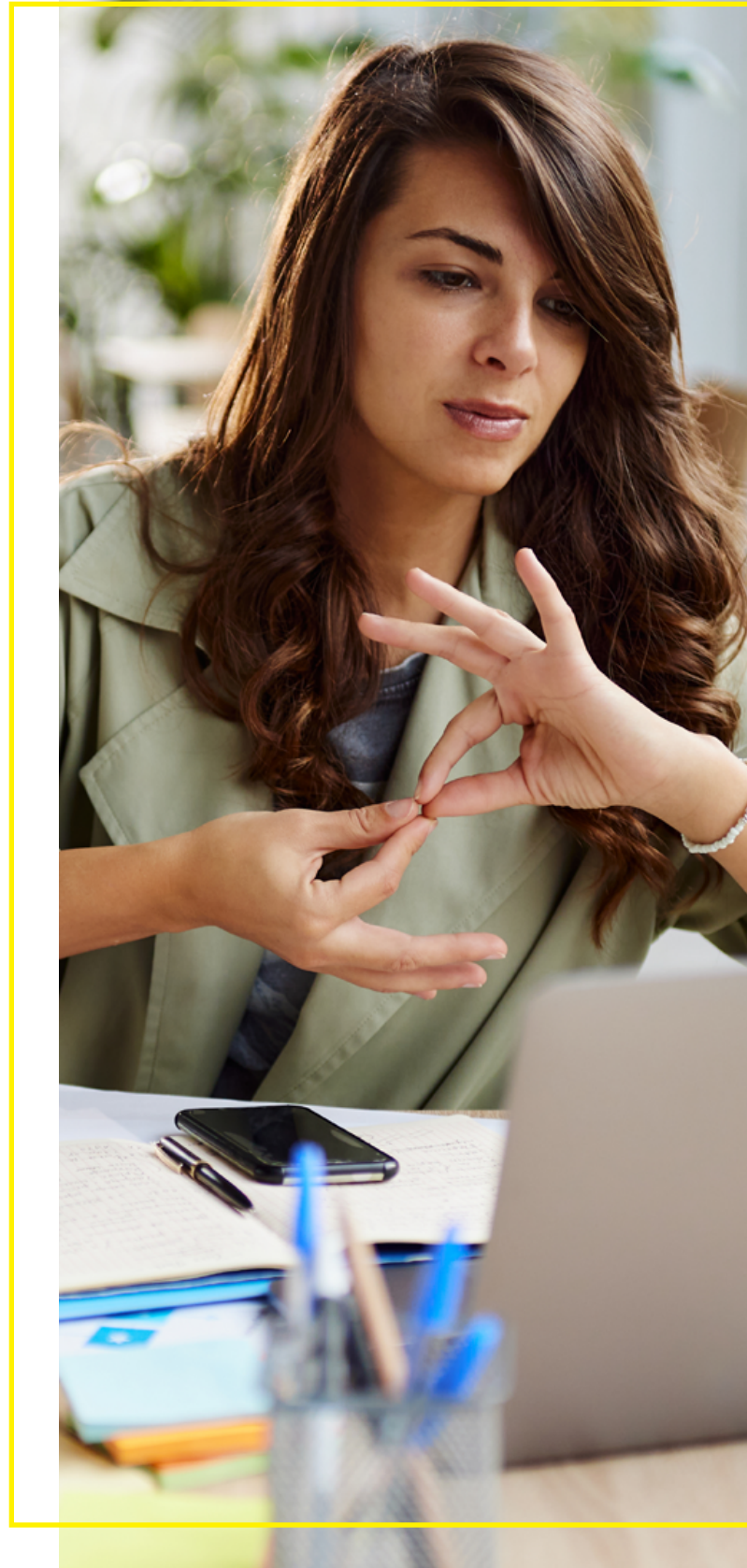


4. Coordinated Approach and Integration

Foster organizational cohesion by emphasizing the integration of accessibility considerations throughout the procurement lifecycle, including the alignment of accessible procurement with supplier diversity goals.

Support the development of clear guidelines on how to integrate accessibility, supplier diversity, and procurement processes within organizations.

Encourage chambers of commerce and national procurement professional bodies to provide guidance and support to employers across Canada in implementing accessible procurement practices.



5. Monitoring and Evaluation

Establish mechanisms to monitor the implementation of accessible procurement practices and evaluate their effectiveness.

Regularly review and update guidelines and resources based on feedback and evolving best practices.

Collaborate with procurement professionals and disability advocacy organizations to gather insights and input for continuous improvement.

The goal here is to help the Government of Canada create a supportive and inclusive environment that fosters accessible procurement practices, increases awareness, knowledge, and capacity among procurement professionals, and improves accessibility outcomes and economic participation for persons with disabilities across Canada.



Methodology

The study employed a qualitative research approach, specifically virtual key informant interviews, to gather insights from participants regarding the accessible procurement landscape in Canada. A total of 14 participants were involved in the study, representing 12 federally regulated organizations and business associations across the country.





The sample consisted of two groups: leadership from five procurement intermediary organizations, which focused on either procurement specifically or provided broad business support, such as chambers of commerce, and procurement professionals from seven federally-regulated organizations, including the federal government, Crown corporations, and industries like finance and transportation. This approach ensured a diverse range of perspectives on how procurement is carried out in different types of organizations and their understanding and implementation of regulatory priorities related to accessibility in procurement.

The participant recruitment process was challenging due to the sensitivity of the topic and the difficulty in finding participants willing to openly discuss organizational challenges with accessibility. Therefore, it is important to acknowledge the potential bias in our participant sample, as those who chose to participate might have a greater interest in or willingness to address accessibility concerns.

The researchers acknowledge the limitations of the study's sample and the need to exercise caution when generalizing the findings across various industries and sectors. But the findings here will hopefully start conversations and highlight the ongoing need to prioritize employer perspectives.

During the interviews, participants were engaged in discussions about their perspectives on the AP landscape in Canada. They were also asked about their experiences, the barriers they face, and their specific needs as procurement professionals or intermediaries supporting procurement functions.

By employing this qualitative methodology, the study aimed to capture rich and nuanced insights from key informants, shedding light on the challenges and opportunities related to accessible procurement and providing a basis for recommendations to enhance accessibility practices in procurement processes across the country.



Acknowledgements

This project is the result of a research partnership between the Canadian National Institute for the Blind (CNIB) and the Business + Higher Education Roundtable (BHER), with funding from Accessibility Standards Canada.

Special thanks to the CNIB research team for their advice and support, especially Mahadeo A. Sukhai, Vice President, Research and International Affairs & Chief Accessibility Officer; Michaela Knot, Research Consultant, CNIB Research; and Sheetal Kochhar, Research Lead, Accessibility Testing and Evaluation.

The following members of BHER's R&D team contributed to project design, data collection, and report writing: Maria Giammarco, Senior R&D Manager, Cynthia Kumah, R&D Associate, Ankita Verma, R&D Associate, and Nouran El Atreby, Junior R&D Associate. Additional thanks to Sunny Chan and Kirstie Gomes for their support in production. Val Walker, BHER's CEO and Matthew McKean, BHER's Chief R&D Officer, directed and oversaw the project.

Endnotes

- 1 Morris et al., “A Demographic, Employment and Income Profile of Canadians with Disabilities Aged 15 Years and over, 2017.”
- 2 Government of British Columbia, “British Columbia Procurement Strategy, 2018.”



**BUSINESS
+ HIGHER
EDUCATION**
ROUNDTABLE



About BHER

The Business + Higher Education Roundtable (BHER) is a non-partisan, not-for-profit organization bringing together some of Canada's largest companies and leading post-secondary institutions. BHER is the only organization in Canada that brings together leaders from the country's top companies and post-secondary institutions to build a better social and economic future for all. We are a national leader in member-driven change and work collaboratively to tackle some of Canada's biggest skills and talent challenges.

LEARN MORE AT WWW.BHER.CA