



EQUITY SEQUENCE

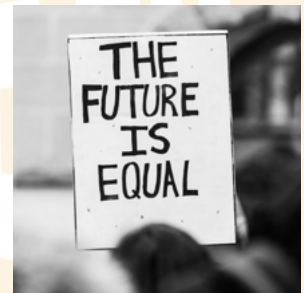
IMPACT REPORT

2020-2023

**JOIN THE MOVEMENT
TO BUILD EQUALITY
BETTER**

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LEARN EQUITY SEQUENCE®

INTRODUCTION

All over the world, in organizations big and small, there are people responsible for helping their organizations become more diverse, more equitable, and more inclusive. At Tidal Equality, we have deep respect for impact-oriented DEI leaders and changemakers working to advance equitable change.

We know there are bright days in DEI—days spent capturing hearts and minds, and making real progress. We also understand that in DEI leadership, whether formal or informal, there are also tougher days—days when DEI feels like a thankless job or an impossible lift. In fact, just about every DEI leader we've met has faced a version of these challenges:

1. achieving sustainable leadership buy-in and adequate resources
2. influencing less biased and more equitable decisions and behaviours at scale
3. creating a united and cohesive movement across various stakeholder groups

Equity Sequence® answers the question of how we can tackle these challenges, and this *Impact Report* demonstrates how.

WHY EQUITY SEQUENCE® IS DIFFERENT

Unfortunately, standard DEI solutions like unconscious bias training and other one-off interventions don't help impact-oriented DEI leaders accomplish big change goals or address their biggest challenges. They don't help build sustainable leadership buy-in, influence less biased/more equitable decisions and behaviours, or create a united movement for change. You can read more about why [here](#).

By contrast, Equity Sequence® helps with all of these. It's a first-of-its-kind equitable innovation methodology inspired by business methodologies like Lean and Agile to help leaders scale change across their organization. DEI leaders can embed Equity Sequence® in three key ways in partnership with Tidal Equality: giving everyone access to Equity Sequence® learning; receiving live, project-based coaching; and using strategic communications and events to share impact and scale change.

At Tidal Equality, we believe Equity Sequence® is the world's most innovative DEI solution. There really is nothing else like it. As Vic Whitehouse, the courageous DEI leader at Liberty Global has said, "Equity Sequence® is the one thing that's been missing in the D&I space for thirty-odd years."

At Tidal, we are on a mission to help impact-oriented DEI leaders build equality better—through **EQUITABLE INNOVATION**—with Equity Sequence®. If you are a DEI leader advancing a vision for a more equitable organization and world, we invite you to partner with us—because all people deserve an equal opportunity to thrive.

[BOOK A FREE CALL](#) with us today to take the first step.

WHAT IS EQUITY SEQUENCE®?

“A very simple tool to use—not time consuming—but the outcome can have a tremendous impact and create real, positive, and fair change.

Sandy in Higher Ed



1. The Equity Sequence® is a research-backed system of 5 questions that equips individuals to spot and correct bias in their everyday work, behaviour, and decision-making.
2. It's a business methodology like Lean or Agile, designed to be scaled throughout an organization via social learning, targeted coaching, design experiences, and impact-focused strategic communications.
3. It's a landmark solution that efficiently and effectively replaces many less effective and outdated DEI tactics with one powerful and relevant strategic intervention.
4. It's a powerful new tool in a DEI leader's toolkit to move their organization from education to action on equity and inclusion.
5. It's the solution that drives transformational change across an organization, to the benefit of employees, customers, and stakeholders alike.



LEARN EQUITY SEQUENCE®

10 EQUITY APPROACHES IN ONE

A high ROI approach for DEI leaders, the Equity Sequence® is 10 evidence-based equity approaches in one simple and sustainable practice. It can replace many existing piecemeal or ineffective approaches, while supercharging the effectiveness of your ERGs and mentorship and sponsorship programs, and producing a new source of innovation that yields measurable value.



System 2 thinking



Systems focus



Perspective-taking



Network effect



Problem-solving



Behavioural design



Intersectional approach



Goal-setting



Job-relevance



Skills-based practice

Want to know more about how Equity Sequence® incorporates research-backed approaches?

[**READ THE WHITE PAPER**](#)

EQUITY SEQUENCE®

ENGAGED AND UNITED COMMUNITY

AT-A-GLANCE

Equity Sequence® is a practice, a decision-making framework, a lifelong skill. People from far and wide learn this practice in community with one another. Some people learn on one of more than a dozen private enterprise platforms. Others learn on Tidal Equality's public access platform. Each platform includes a learning space and a community space.



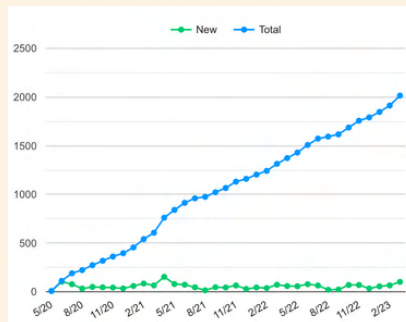
8,700+

people are engaged and united across all Equity Sequence® platforms*



4,200+

people are certified in Equity Sequence® globally



The community of public learners is growing steadily year over year.

* Spanning both private enterprise platforms and the public platform.

JOIN THE PUBLIC COMMUNITY

INNOVATIVE BRANDS MAKING IMPACT WITH EQUITY SEQUENCE®



CAMELBAK®



CPSO



bsi.

HUDSON'S BAY

BEST BUY



University
of Victoria



and many more...

Equity Sequence® is unique because it can be applied to any decision that impacts people. Since its launch in early 2020, thousands of people and over 100 organizations have applied the Equity Sequence® to their decision making. From healthcare, telecom, and financial services to retail and consumer goods; from higher education to government policy and regulatory bodies; from the private to the public sector; and from small start-ups to multinational brands, Equity Sequence® is being used across industries to reshape policies, approaches, behaviours, products, services, and more.



EQUITY SEQUENCE® IMPACT ACROSS SECTORS AND ROLES

No matter your organization's sector, or where you find yourself in it, the possibilities for using Equity Sequence® as a tool to spark EQUITABLE INNOVATION are limitless.

Healthcare

Helped a health PR team and a diabetes association influence more equitable health policy.



Financial Services

Helped a compliance leader identify potential bias in a fraud prevention system.



Education

Helped an academic leader build a more inclusive, open-source digital literacy library.



Consumer Goods

Helped uncover and correct inequities in a product warranty claims process.



Telecom

Led to cost-of-living raises for the lowest income earners during a cost-of-living crisis.



Public Policy & Regulation

Helped strengthen the role of civil society engagement in a climate-commitment standards design.



Retail

Inspired the rewrite of a workers' safety emergency procedures manual to include disabilities perspectives.



Media

Helped a Canadian podcaster reach underserved markets.

***There are +1000s more across industries and regions.
This is just the tip of the iceberg...***

EQUITY SEQUENCE® BUILDING LEADERSHIP BUY-IN



“The results we’re seeing in our business are nothing short of staggering. We’re massive fans here.

Jeff Dodds
COO, Virgin Media O2

“As someone who is passionate about building more equitable products and services, Equity Sequence® is a game-changer for me. When we design with diversity and equity in mind, we can create products that serve everyone, not just a select few.

Felicia Lekan-Salami, MBA
C-Suite DEI Leader, Retail



“Equity Sequence® applies to all scenarios and is an easy way to bring equity to everyday work.

Diana Cruz
COO, Boston Medical Center

“You can actually change everybody’s way of thinking to be more inclusive and more equitable.

Jane ní Dhulchaointigh
Winner of the 2018 European Inventor Award
and Inventor of Sugru Mouldable Glue



EQUITY SEQUENCE[®] INFLUENCING DECISIONS AND BEHAVIOURS



“ We often talk about wanting to do things in a particular way, but the realities of busy work kick in and we simply replicate our previous patterns. With Equity Sequence[®], we can translate that intention into real change by applying the questions in a thoughtful way. The impact of this will be long-term and widespread.

Bruce MacDonald, President & CEO, Imagine Canada



“ It is a great tool to have when designing programs for your target audience, as well as identifying more opportunities and channels to make things accessible to even more people.

Ben Truong, Customer Success Manager, Birdview PSA



“ These questions are a great introduction to the kind of mental rewiring we need to do collectively to make lasting changes.

Stephanie in Healthcare



“ IT COULD SAVE LIVES.

Gavin in Standards & Regulations



“ It shows we ALL can play an active role in improving equity through our day-to-day activities and touch points— not only those with dedicated DEI roles.

Elliott in Financial Services



EQUITY SEQUENCE[®] UNITING DIVERSE STAKEHOLDERS

“ Achieving team buy-in and cohesion is the Holy Grail of management science, and the Equity Sequence[®] methodology is an excellent approach for improving team cohesion.

John in Mass Media

“ Equity Sequence[®] offers the opportunity to potentially collaborate with new stakeholders, employees and colleagues

Toni in Education

“ It provides a common language to enable people to have more meaningful conversations and be able to ask more pointed equity questions.

Vlora in Financial Services

“ It is relevant to pushing us on the path we have committed to and it creates a universal language for us to spread throughout our organization.

Bob at a Major Credit Card Company



EQUITY SEQUENCE[®] IS THE WORLD'S MOST INNOVATIVE DEI SOLUTION



“ Equity Sequence[®] is the one thing that's been missing in the D&I space for thirty-odd years.

Victoria Whitehouse, Global D&I Director, Liberty Global



“ I am in awe of how intuitive the Equity Sequence[®] questions are. They seem to get immediately to the heart of equity and equality. They feel like we should have always known them. I think people go about 'fixing' bias after it happens instead of considering equity and equality prior to rolling out a policy or process.

Michelle Dulmudge, VP of HR, Surerus Murphy Joint Venture



“ It stimulates more innovative thinking.

Ralitsa in Impact Investing

“ Carrying on as we have done will not lead to change. We need to challenge and question how we can do things differently.

Understanding the five Equity Sequence[®] questions allows reflection and explores a different approach.

Carol in Telecom

“ It is a critical tool for the time and world we are living in.

Valentina in Retail

**JOIN THE MOVEMENT
TO BUILD EQUALITY
BETTER**

ORGANIZATIONS TALKING ABOUT

EQUITY SEQUENCE[®] IMPACT

VIRGIN MEDIA O2

VMO2 develops best-in-class employee benefits to combat cost-of-living crisis, using Equity Sequence[®]. Read the press release [here](#).

INERTIA

Leading industrial design and innovation firm INERTIA, ranked #1 Best Workplace in Canada for 2021, touts its use of Equity Sequence[®] as a key DEI differentiator to attract top talent. Read more [here](#).

COLLEGE OF PHARMACISTS OF BRITISH COLUMBIA

The College's Black Lives Matter Working Group includes Equity Sequence[®] among its list of top anti-racism training resources. Read [here](#).



SUGRU BY TESA[®]

European Patent Office innovation award winner and inventor Jane ní Dhulchaointigh praises Equity Sequence[®] as "powerful, especially in customer-focused decisions," and also touts its effectiveness in influencing equitable team decision-making. Watch [here](#).

PALADIN SECURITY

Winner of Canada's Most Admired Corporate Cultures Awards for 2022, PALADIN SECURITY names Tidal Equality and Equity Sequence[®] as a powerful and useful disruption to DEI training. Read [here](#).

STRAUSS EVENT & ASSOCIATION MGMT

Canadian nonprofit STRAUSS praises Equity Sequence[®] for its "teaching vs. telling" approach: teaching participants to use the Sequence[®] as a tool in an ongoing way—bringing to life the adage, "Give a person a fish and you feed them for a day. Teach them how to fish and you feed them for a lifetime." Read more [here](#).

“It's the 'right' thing to do, both as a business to better serve customers, but also as a society to strive for greater equality.

Sarah in Telecom

CASE STUDY: TELECOM INDUSTRY

VIRGIN MEDIA O2

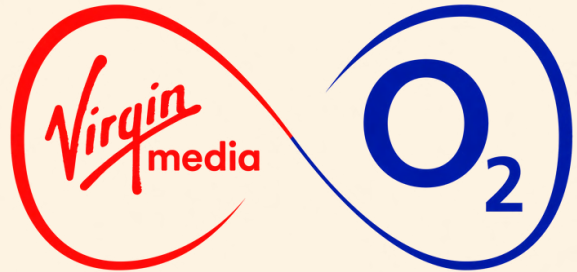
Virgin Media O2 (VMO2) were early adopters of Equity Sequence® and have become dedicated champions. Their case illustrates how real, material change is possible when Equity Sequence® earns leadership buy-in, is applied as an integral tool to influence policy design and decision-making at every level, and unites diverse stakeholders to build a movement across an entire organization.

VMO2 began their Equity Sequence® journey in 2019 after receiving feedback that unconscious bias training (UBT)—however informative—was not driving the kind of behavioural change they wanted to see in their organization. That’s when Equity Sequence® was brought to the attention of Chief Operations Officer, Jeff Dodds—described to him as a cutting-edge concept in DEI thinking.

Initially uncertain what to expect, Jeff quickly realized the potential impact of Equity Sequence® as an “architecture through which you make decisions.” As he puts it:

“What I found in those five questions was something incredibly thought-provoking. It made me really reflect on some of the big decisions we take in our business and whether they’re constructed with equity in mind.”

BOOK A CALL



Since adopting Equity Sequence®, the company has taken its practice well beyond the learning stage. It has been embraced by VMO2 board members and c-suite alike and has become an integral part of their governing structure. In the process, they have transformed the way they make decisions as an organization, across all ranks. And the impact to-date has been enormous. (cont.)

CASE STUDY: TELECOM INDUSTRY

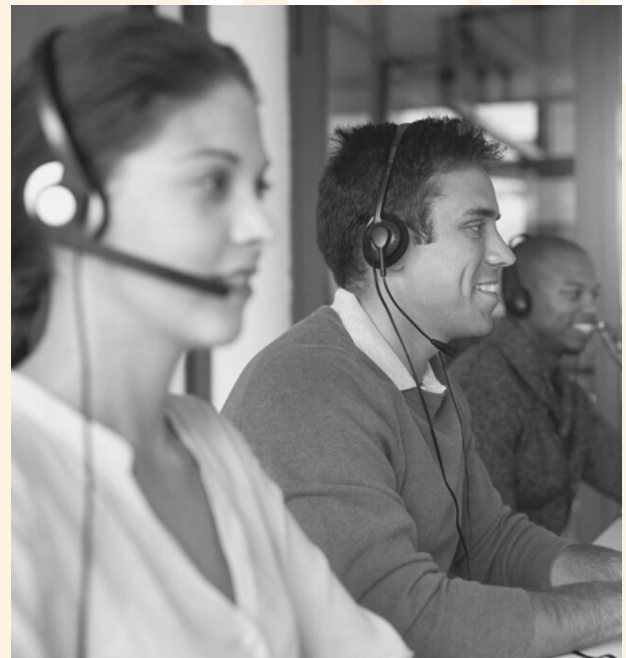
VIRGIN MEDIA O2

In 2022, VMO2 introduced a suite of best-in-class employee paid-leave policies, together with cost-of-living payments specifically designed to support their lowest income earners during the cost-of-living crisis in the UK. These were [developed using Equity Sequence®](#).

Not only were these EQUITABLE INNOVATIONS welcomed by employees; they were applauded by the company's unions, allowing VMO2 to avert a strike—an outcome one of their major competitors failed to avoid.

VMO2 has since expanded its cost-of-living initiatives, extending broadband eligibility and affordability to some 9.7 million customers—many often excluded from internet access—as part of an ongoing commitment to tackling data poverty.

Virgin Media O2 are proof positive that Equity Sequence®, applied with commitment and consistency, leads to more equitable and inclusive decisions that can improve people's lives AND strengthen a company's ability to be resilient during difficult, as well as favorable, economic times.



CASE STUDY: HEALTHCARE AND HIGHER ED PHYSICIAN ASSISTANT STUDIES PROGRAM, UNIVERSITY OF MANITOBA

The [Master of Physician Assistant Studies Program](#) at the University of Manitoba is a competitive graduate program historically composed of mostly white, female, higher-income students.

As program director, Ian Jones* and his team were eager to build a class more reflective of the wider province, and especially—in keeping with the University’s strategic commitment to help redress the legacy of Canada’s residential schools—to create a more equitable playing field for First Nations applicants.

Initially, Ian sought out implicit bias courses but, in his judgment, they hadn't worked. He doubted their effectiveness in solving problems of a complex, multi-layered system.

A brief search led him to the Equity Sequence®. In it, he found something different: a practical tool he could apply to work out concrete solutions.

Using the practice to spark innovative thinking, the MPAS team transformed their entire process—recruitment, admissions, and curriculum—showing how this practice can be used to influence more equitable decisions and behaviours.

As Ian states:

“The Sequence® had me pause and actually ask, who are the people we’re trying to serve? And why aren’t they involved in helping set up the system?”



**University
of Manitoba**

* Ian has since joined the University of Manitoba Medical School faculty as an Associate Professor.

CASE STUDY: HEALTHCARE AND HIGHER ED PHYSICIAN ASSISTANT STUDIES PROGRAM, UNIVERSITY OF MANITOBA

Equity Sequence® led them to question a host of assumptions, which led in turn to a set of tangible, measurable changes, including:

- Shifting from a 4-year science to a BA degree requirement, after questioning if the science degree was TRULY a necessity in producing a qualified clinician, and whether it stood as an unnecessary barrier to students from rural communities
- Placing more weight on the last 60 credit hours, upon asking if the 4-year GPA might disadvantage students who got off to a slow start but ended up academically strong
- Questioning the very nature of what makes a good Physician Assistant—whether real-life experiences interacting with a community might not be as crucial as book knowledge in turning out community-centered health practitioners



As a result of these changes, admissions saw an increase in both racial (45%, up from 10%) and gender (40/60%, vs. the previous 10/90%) diversity.

While the program continues to work to increase representation of the Indigenous population, new cohorts have had more community awareness, advocacy, and service experience. National Exams results have also improved. And the employment rate for graduates has been 100%.



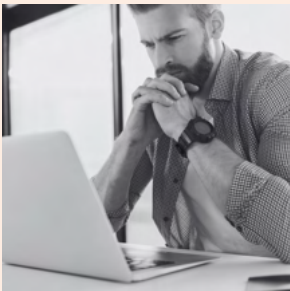
**University
of Manitoba**

EQUITY
SEQUENCE

HOW TIDAL EQUALITY SUPPORTS CLIENT PARTNERS IN SCALING EQUITY SEQUENCE®

Tidal Equality helps DEI leaders, organizations, and teams embed Equity Sequence® as a ‘way of doing business’ in three ways:

1. Social learning on the Equity Sequence® platform



On Tidal Equality’s Equity Sequence® platform, employees at all levels learn new ways to think about the problems of bias and inequality, experience the “case” for equitable innovation, and learn to apply Equity Sequence® to drive equitable innovation in their own work and decision-making.

2. Live coaching and strategic design experiences



Executives, leaders, and project teams deepen their understanding and effective application of Equity Sequence® with expert strategic coaching from Tidal Equality and, with support, bring high-value equitable innovations to life on real-world projects and decisions. This helps to build sustainable leadership buy-in for DEI and equitable innovation.

3. Strategic communications with evidence of impact (walking the walk, vs. talking the talk)



Strategic communications events and products—including launches, impact milestone celebrations, case study development, and impact press releases and reports, developed in partnership between client partners and Tidal Equality—empower client partners to drive employee and stakeholder awareness and engagement around the equitable innovations being made with Equity Sequence®, while demonstrating real impact.

BOOK A CALL



“ I highly recommend this training to anyone with a pulse.

Andre Toure, LinkedIn

WHAT NEXT?

If you are a DEI leader advancing a vision for a more equitable organization and world and you'd like to explore how Equity Sequence® can help you address these key challenges:

- achieving buy-in and ongoing investment for DEI from senior leaders
- influencing more equitable behavior and outcomes across an organization
- building a unified movement that unites disparate stakeholders and leads to real equitable change

BOOK A CALL



If you have a story of
EQUITABLE INNOVATION
using Equity Sequence®,

SHARE YOUR STORY

EQUITY SEQUENCE

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·curiosity ·courage ·candour ·empathy ·equality