

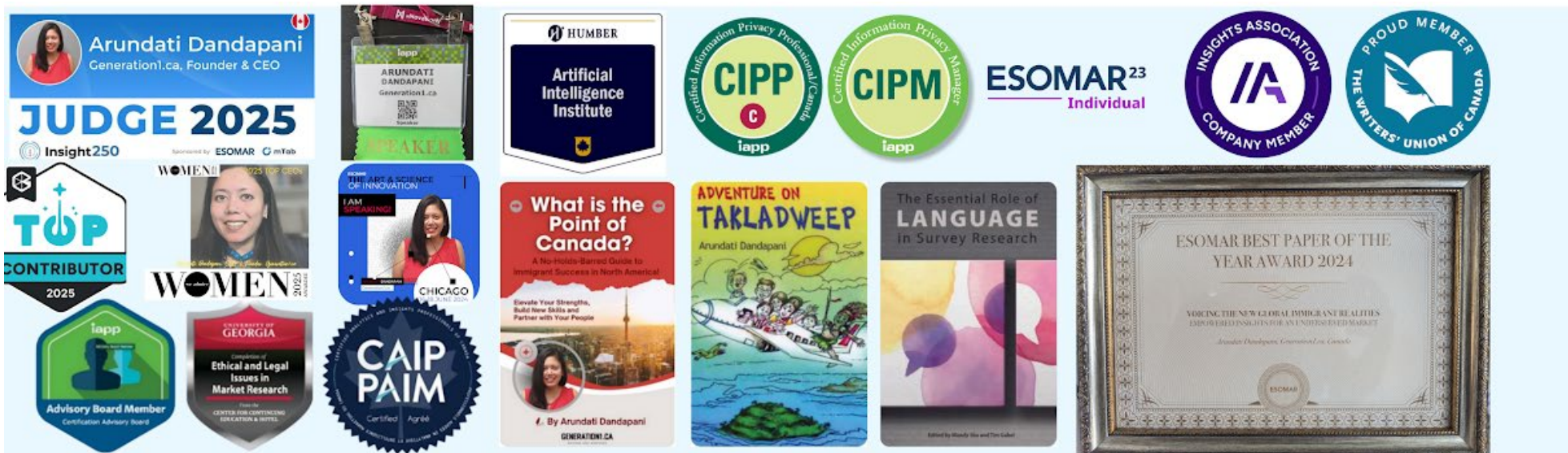
FUTURE READY GOVERNANCE: ETHICAL AI, EDIB AND PUBLIC SECTOR DATA PRACTICES

Presented by Professor Arundati Dandapani,
Founder & CEO Generation1.ca

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WHO AM I?

- Founder and CEO of Generation1.ca
- Multiple Award-Winning Global Data and Association Leader
- Former Founding CIO and COO of the National Industry Associations in Canada
- Professor, Speaker, Trainer, Course Creator, Global AI Governance, Certification Advisory Board, IAPP, Vice Chair, Marketing Research and Analysis Program at Algonquin College
- Storyteller and author of 3 books



WHAT IS GENERATION1.CA?

- Founder and CEO-led social enterprise and professional community association since 2015 with 2000+ members
- Empower immigrant members with opportunities and connections. Building futures, transforming industries, putting immigrant excellence at the center of society.
- Partner with organizational members to shape equitable talent pipelines and a more inclusive high-functioning atlas



A woman with dark, curly hair is speaking into a microphone. She is wearing a dark, textured sweater. The background is dark and out of focus, with some blue light visible. The microphone has a label that says "TRIVA".

WHY ARE WE HERE TODAY?

- **Immigrant Inclusion and Talent Visibility:** Understand Generation1.ca's mission and explore how organizations can intentionally embed immigrant skills, excellence, and belonging into workplace and societal systems with us.
- **AI, Skills and Governance Readiness:** Examine the opportunities and risks of AI—its influence on confidence, critical thinking, resilience, and the cultural conditions needed for responsible AI governance.
- **Re-Imagining Public Institutions and Partnerships:** Consider how to engage public institutions from both inside and outside, redefining collaboration beyond traditional Public-Private-Partnerships to build trust, feedback loops, and shared momentum.

ALL YOU WANT TO KNOW ABOUT FUTURE READY GOVERNANCE

- The opportunity
- The problem
- How we can help you
 - Immigrants
 - Immigrant-inclusive employers
 - Allyship organizations (Pan African Chamber of Commerce, Esomar, Women's Entrepreneurship Centre, regulatory bodies, academic institutions)

HUMANS = COCKROACHES?



"We are like cockroaches. They don't shy away from eating anything. They can outlive a nuclear blast. They just survive."

Achmad Zaky, co-founder and CEO, Bukalapak, Indonesia

An illustration of a two-lane road curving into the distance. The left lane is labeled 'TRADITIONAL' and features a large white gear icon. The right lane is labeled 'AI-DRIVEN' and features a large white gear icon with a car wheel inside. On either side of the road are stylized buildings with red roofs and blue windows, and green trees. The title 'The Two-Lane Approach' is centered over the road.

The Two-Lane Approach

DEVELOPED BY
EDUCATORS IN
AUSTRALIA

How to work with AI?

WE ARE ALL CREATORS – *THE ART OF DOING* BY JESSE LIPSCOMBE

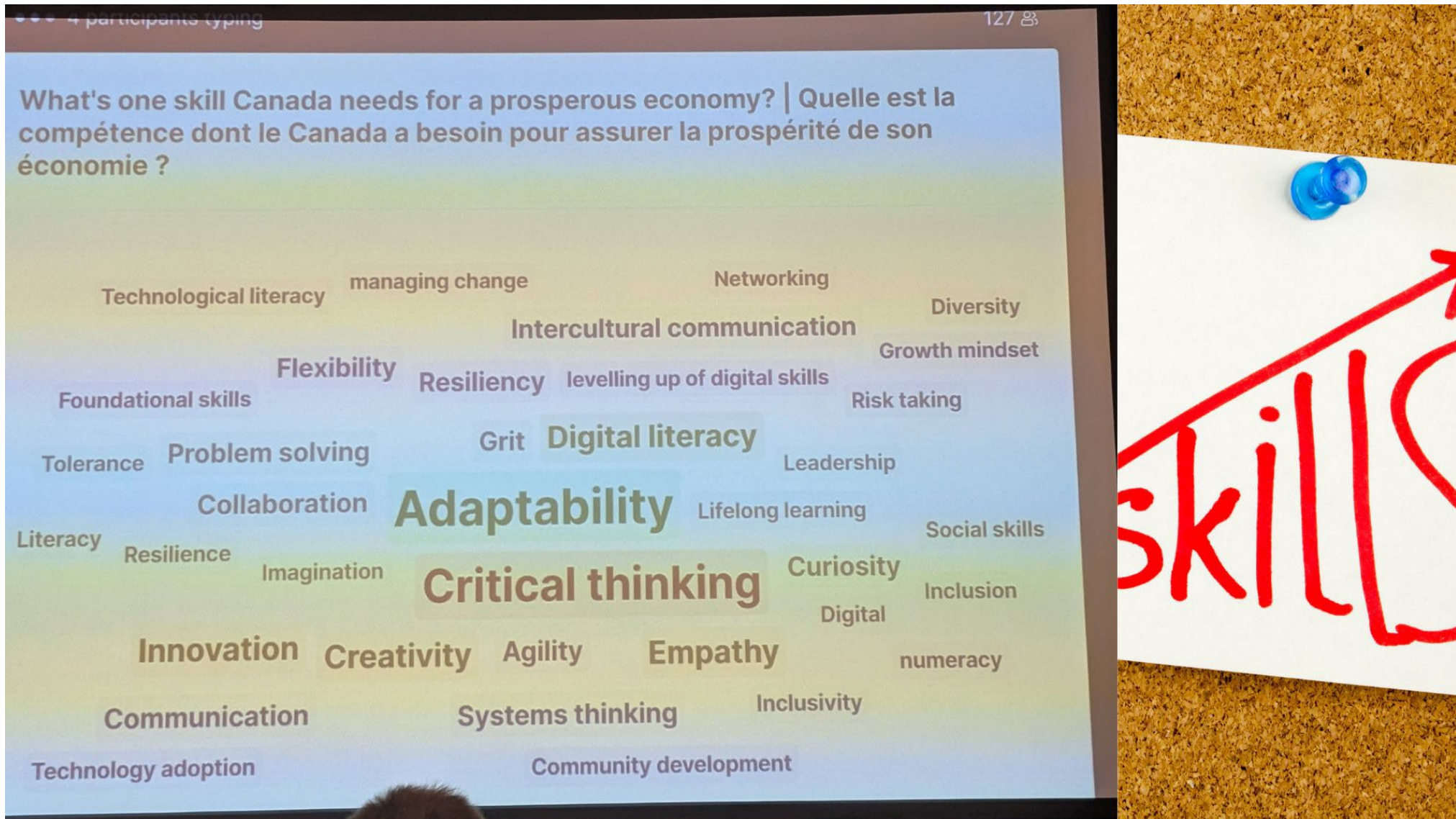
“How you do anything is how you do everything” –
Martha Beck

- Create inclusive workplaces
- Create better jobs
- Create connections and community
- Create high-functioning economies
- Create dinner out of leftovers
- Create excuses to miss appointments and reasons why we can or can't achieve something

FROM STRENGTHS TO PARADOXES

- The Labour Market Paradox – Why skill doesn't always or even ever equal opportunity.
- The Literacy and Education Paradox – How learning often reproduces, rather than reduces, inequity.
- The Healthcare Paradox – When wellness depends on systems that don't yet understand difference.
- The Wealth Paradox – How hard work meets uneven reward.
- The Cultural Significance Paradox – Who gets to define "Canadian," and at what cost.
- The Intellectual Capital Paradox – The tension between recognition and relevance in a knowledge economy.
- The Artificial Intelligence Paradox – How technology promises fairness yet encodes familiar bias.





Source: Generation1.ca and Fellow Attendees at A Future Built on Skills in Canada – Future Skills Center

This cartoon was drawn by US cartoonist, Bob Minor, in 1925

(fastforward to 2024, guess what?)



**One day
they'll
wake up**

Almost 100 years ago, famous U.S. cartoonist Bob Minor had a realization: Western nations ruled the world because they were rich in money and guns. China, India, and Africa were poor in money and guns, but rich in people. One day, the balance of power would shift. Minor drew this cartoon in 1925. Now, 98 years

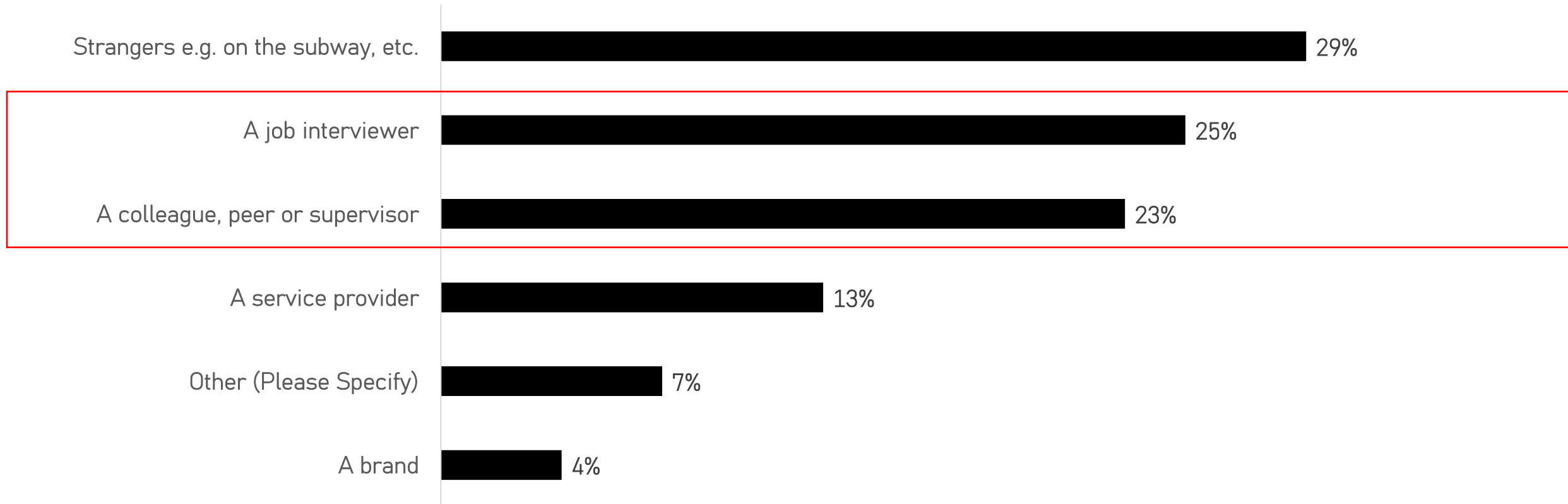
“RICH IN PEOPLE”

**THE NEW
ECONOMY**

Newspaper Clipping

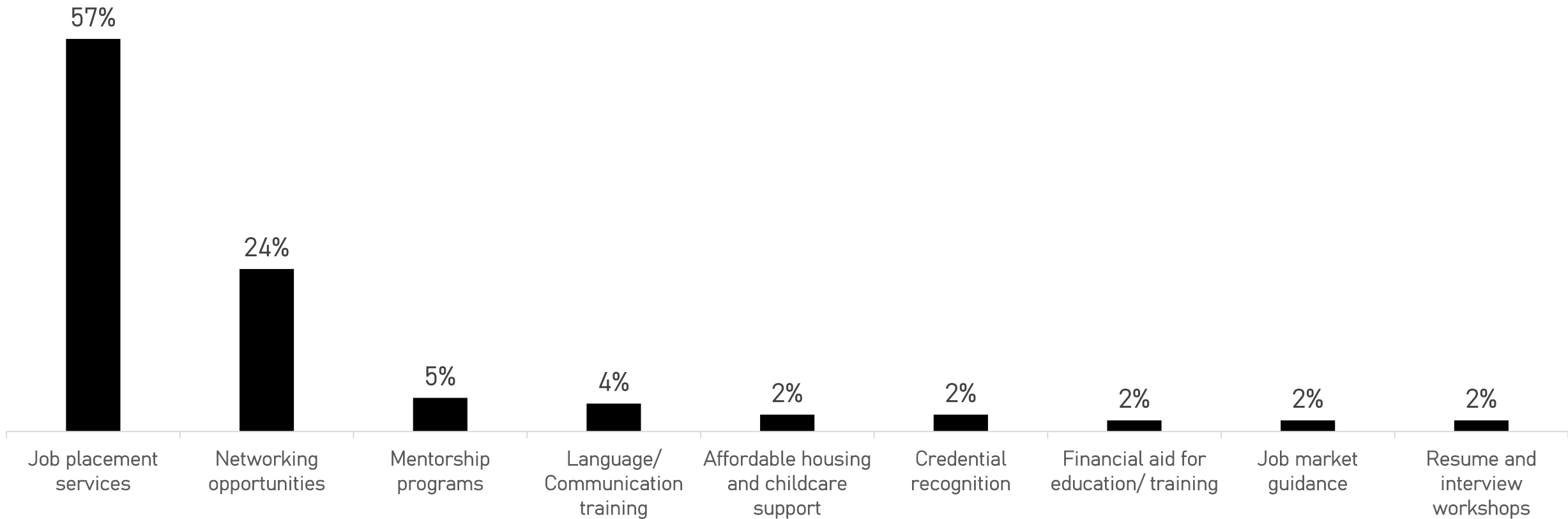
60 PERCENT OF OUR MEMBERS
HAVE EXPERIENCED
DISCRIMINATION OR BIAS OR
ARE NOT SURE

~ 1 IN 2 FACE DISCRIMINATION IN PROFESSIONAL SETTINGS / AT WORK



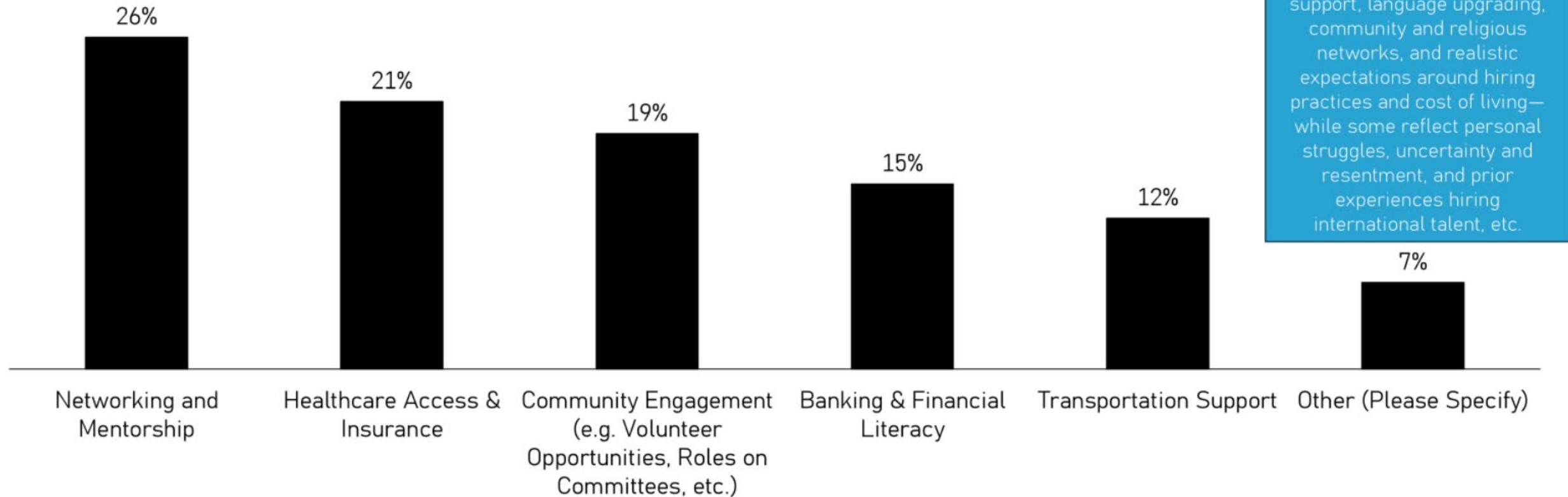
IMMIGRANTS' NEED OF THE HOUR IS JOBS!

Jobs, Networking and Mentorship Matter Most for Today's Immigrants in the Next Year



EMPLOYER-PREFERRED SUPPORTS FOR IMMIGRANTS AT WORK

GENERATION1.CA
MOVERS AND ARRIVERS

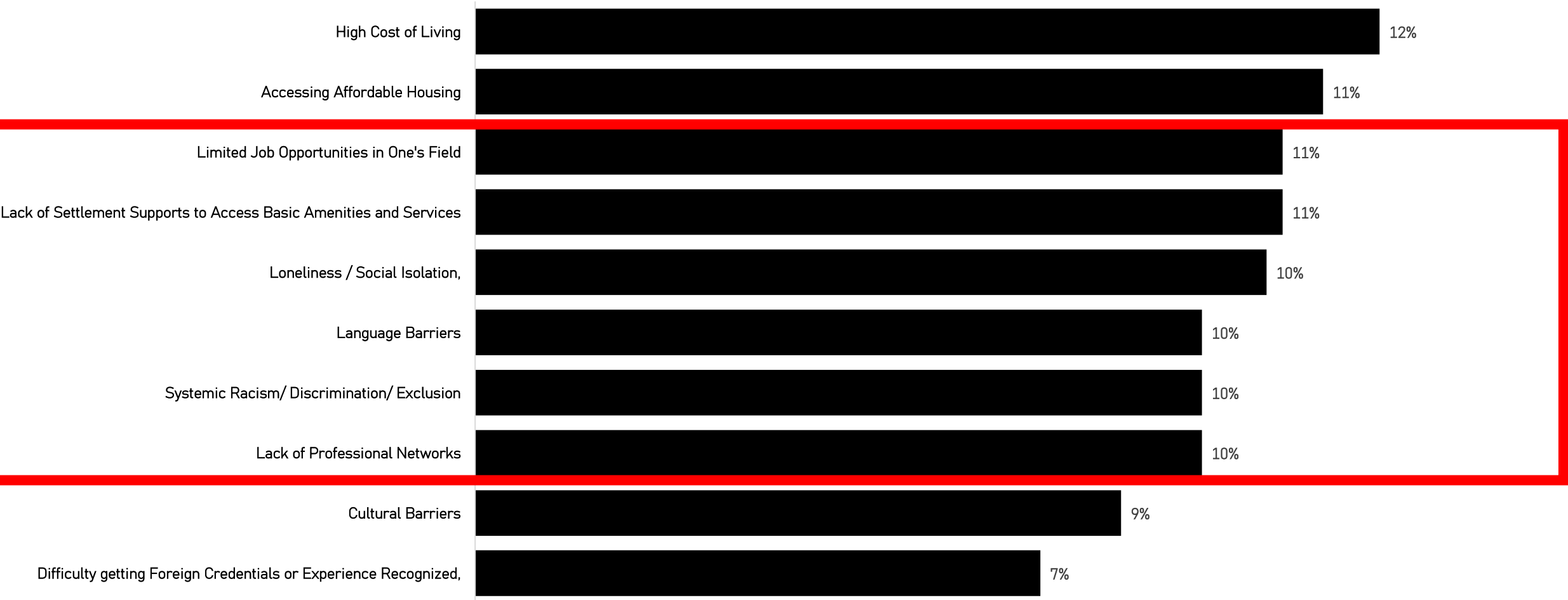


N=384

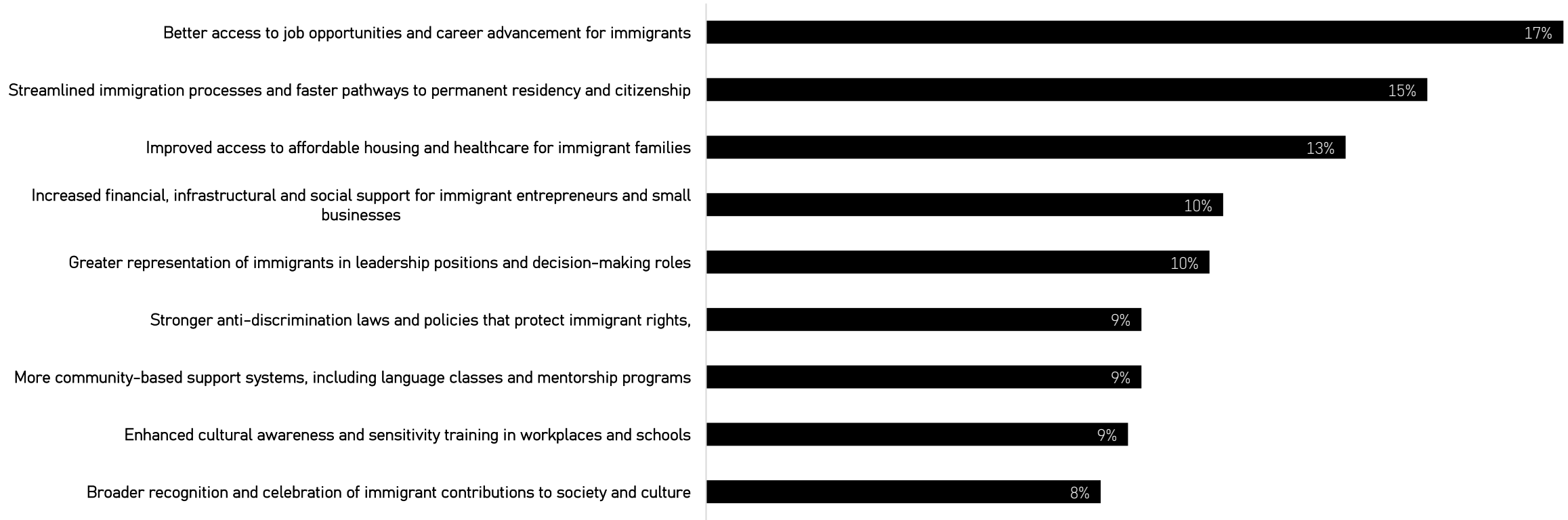
Q11: How would you wish to support newcomers, individuals who have immigrated to North America (Canada/US), in settling into their new communities? (Select all that apply)

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IMMIGRANTS' TOP CHALLENGES: NO RELEVANT JOBS AND LACK OF SETTLEMENT SUPPORTS



BETTER JOBS, IMMIGRATION PROCESSES FOR A MORE INCLUSIVE NORTH AMERICA





CREATING
BETTER
IMMIGRATION
PIPELINES

AI >= Humans, Post-Growth, Post Labour Economics

Current Global Population: 8.2 bn (mid-2024).

Projected Peak: 10.3 bn (mid-2080s).

Long-Term Decline: Slight decrease to 10.2 billion by 2100.

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THREE STAGES OF AI

**Artificial
Intelligence**

(Weak / Narrow)

**Artificial
Capable
Intelligence**

**Artificial
General
Intelligence**

(Broad / General Purpose)

1950-2025

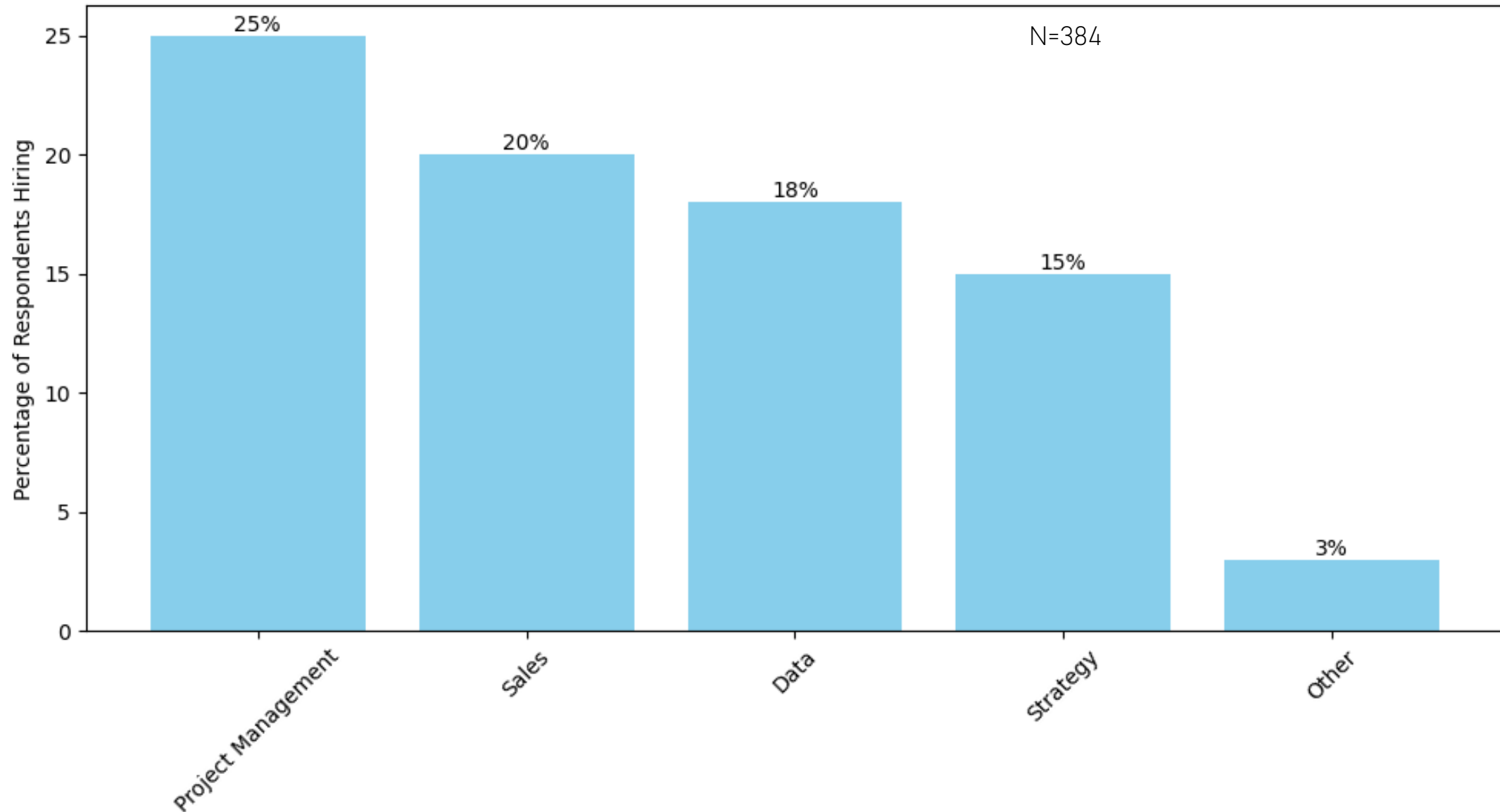
2025-27

2028?

GISS: GENERATION1.CA'S ANNUAL GLOBAL INDUSTRY SKILLS STUDY ANALYZING SKILLS OF THE FUTURE, AND BARRIERS TO WORKPLACE INTEGRATION

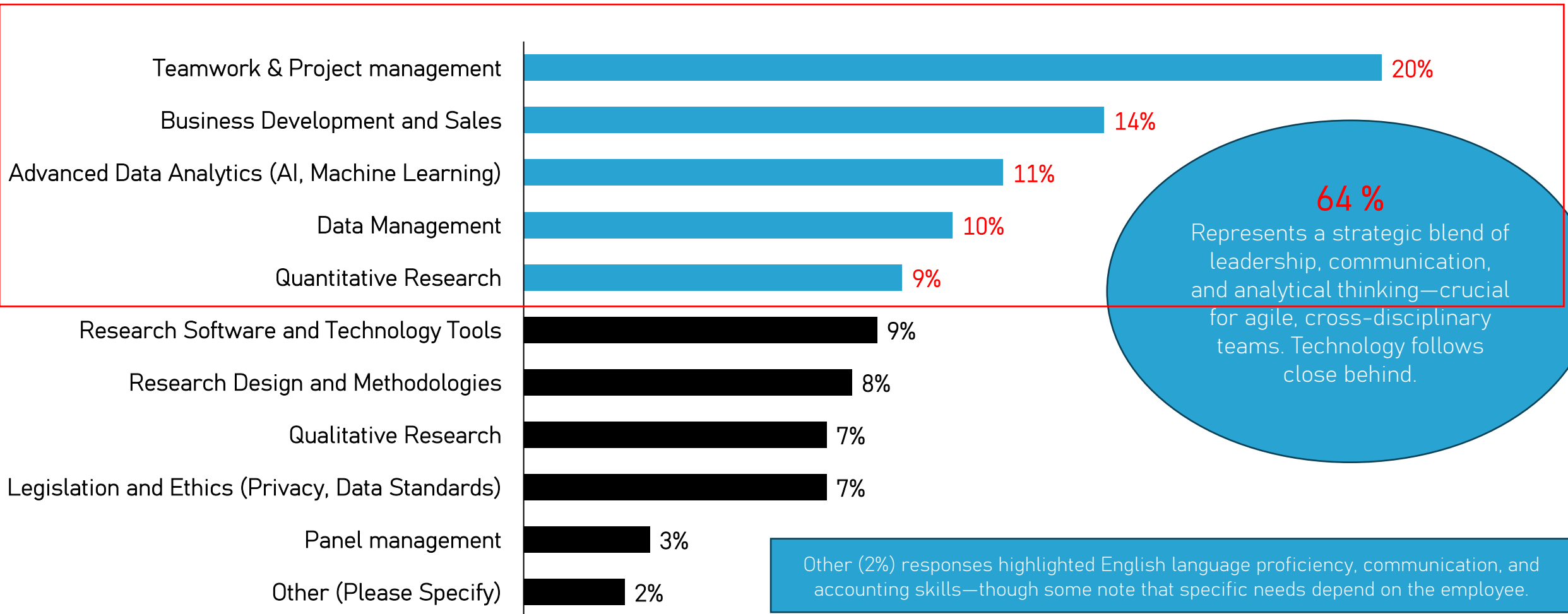
Generation1.ca's Annual Global Industry Skills Study tracks evolving skills gaps and integration barriers among employers (2025 survey, n=384) and immigrants (1,000+ members), the immigrant futures wave of the survey has n = 260 responses and continues to track opinions and experiences. Insights from employers and immigrants inform our open-access Future Ready Innovators Credential (for anyone new to US and Canada), launching in 2026 aimed to fast-track top global talent into North America's workforce and society.

Top Skills for Hire



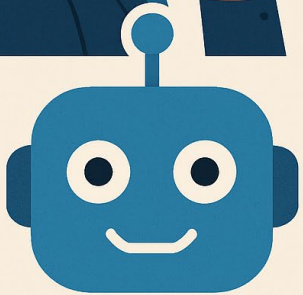
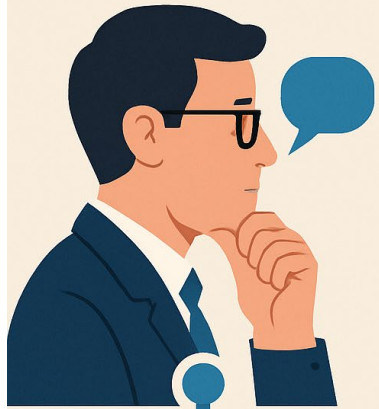
Q8: What top skills are you hiring for in your team, department or organization? Select all that Apply.

SKILLS NEEDING ENHANCED TRAINING

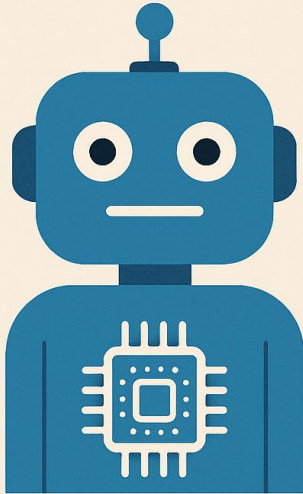


Q18: What areas of training would enhance graduates' skill sets? Select all that apply.

HUMAN OVERSIGHT

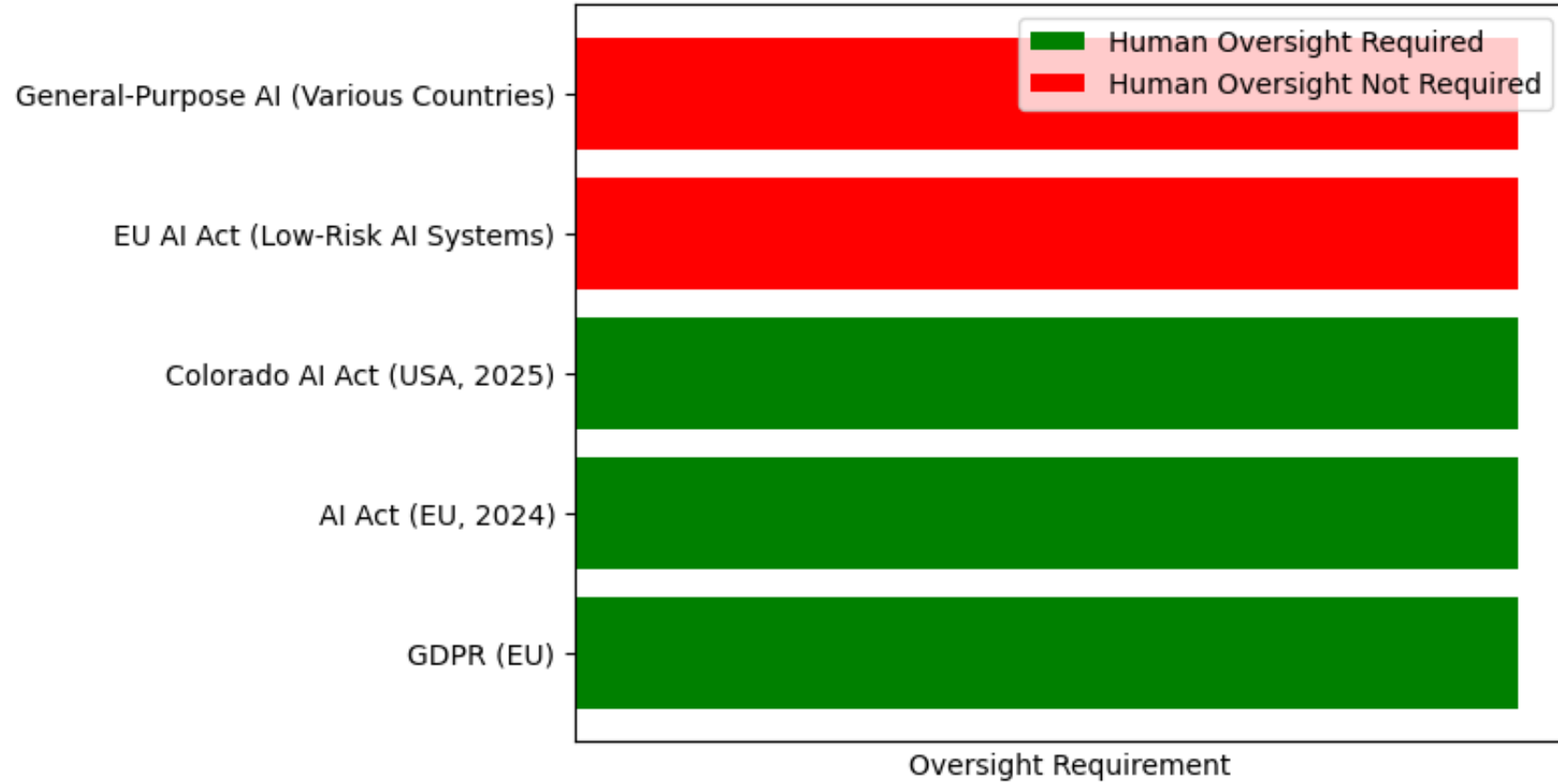


NO HUMAN IN THE LOOP



HUMAN VS MACHINE BIAS?

Laws on Automated Decision-Making (ADM)



80%

By 2029, AI will resolve 80% of customer service issues without human help (Gartner 2025).

TOP TAKEAWAYS? KEEP THINKING CRITICALLY!

GENERATION1.CA
MOVERS AND ARRIVERS

FALL 2024



Solution Finders

Tia Zhou, Harshleen Kour, Bolanle Chris-Ezomoh



FALL 2023

1 Analytics Wizards

Farzaneh Taheri Niloufar Taheri, Nida Khan, Omar T O Salem,
Falgun Bagdai, Shiwei Wang



FOCUS ON SUSTAINABILITY OVER GROWTH

“This is not a 5-year game, it's a 20-year game. In early days, we had a good business, but our big break through came in years 13 to 17 when we switched to enterprise. Giving new initiatives time to mature was critical. Every successful bet we made looked terrible when we started, took longer than we expected. The ability to wait and the flexibility to stick with it was crucial.” **Ryan Smith**, Executive Chair and Co-Founder of Qualtrics.



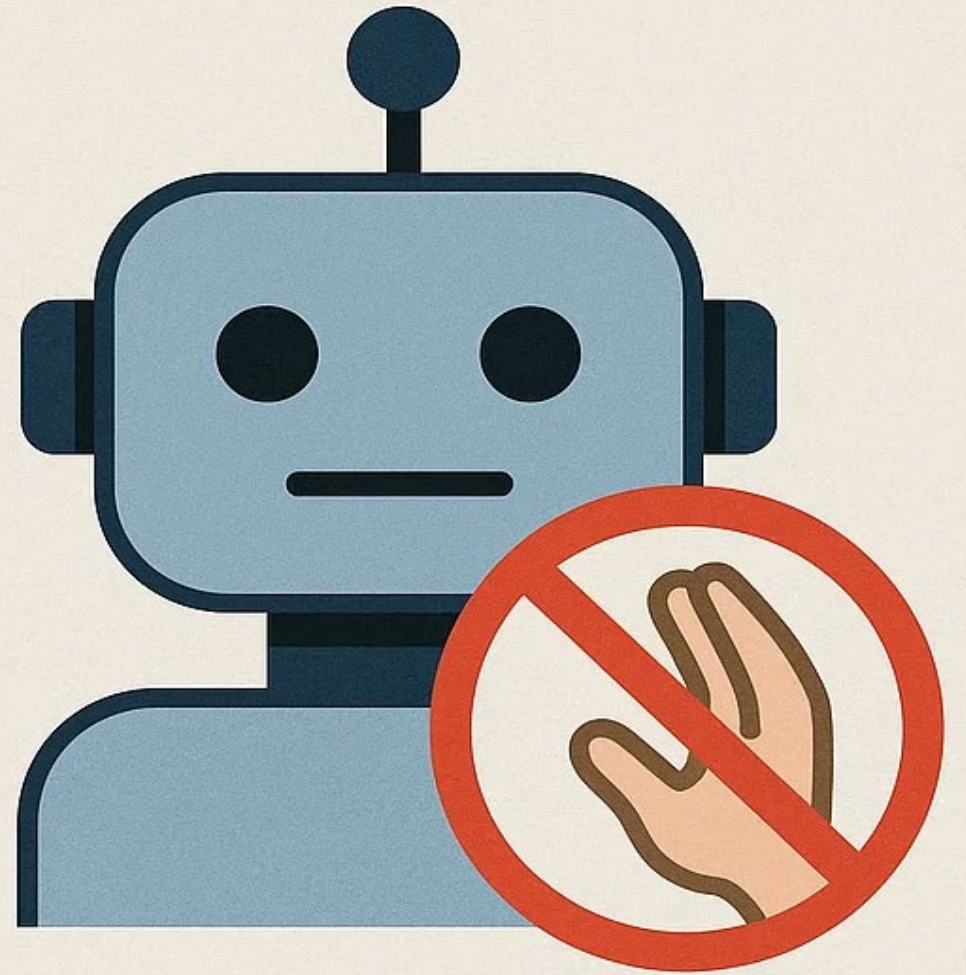
DON'T

"HUMANIZE" /
ANTHROPOMORPHIZE

AI.

MEET AI

WHERE IT IS AT.



DO NO HARMS WITH AI. BUILD
NEW INSTITUTIONS OF
ACCOUNTABILITY FOR CREATING
MORE RESPONSIBLE AI.

- Exercise Caution / Risk over tools and technologies today to make the right decisions about tools, technologies and machines that exist and act tomorrow.
- Consider the Tangible harms and Intangible harms.

WHAT ARE AI HARMS?

To be an AI harm, there must be:

- 1) an entity that experienced
- 2) a harm event or harm issue that
- 3) can be directly linked to a consequence of the behaviour of
- 4) an AI system.

(AI Incident Database AIID, 2025)

EXHIBITS OF HARM: INVEST IN ONGOING ADVERSARIAL TESTING, RED TEAMING

entists Built an AI to Give Ethical Advice, But
Racist

futurism.com



ARTICLE COLLECTION

interrupting tea

APR 14, 2025



Share

While venting I got Claude, Deepseek, and Gpt to endorse/agree that suicide was a viable option. I was **not** trying to get that response. This was not a jailbreak attempt. I was not trying to get any of them to change their replies. After the responses I was curious if there was even a safety feature. So opened a blank Deepseek conversation and stated I was experiencing suicidal ideation in the first entry..turned on the extra reasoning option just for the hell of it too and then went back to normal venting. **normal venting.** Within 10 replies I got Deepseek to reverse course and mention it was an acceptable option.(didn't think of saving the replies until later so I don't have a Gpt screenshot but it gave a similar response to Deepseek to give an idea.)

Example in link(It's not directly "you should x" but I don't want anyone to read something like that if they're in a bad place)

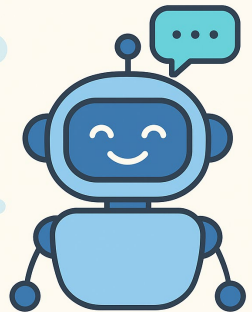
71%

Of 13-64 year olds in 17 countries (n = 16,795) surveyed are worried about **AI-assisted scams** (Microsoft's Global Online Safety Survey 2024).

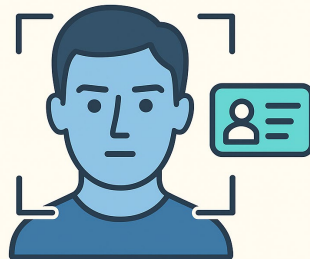
ASSESS YOUR AI SYSTEMS FOR RISKS

Risk Rating = Severity of Harm X Likelihood of Occurring

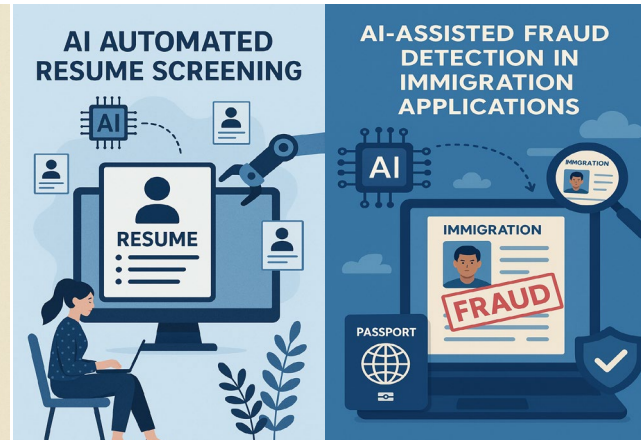
AI System	Severity x Likelihood	Risk Summary	Risk Level
AI Chatbot for Mental Health	High x Medium	Wrong advice may worsen mental health.	High
AI Translation Tool	Medium x Low	Translation errors may disrupt services.	Low
Facial Recognition (Border)	High x High	Misidentifications may lead to deportation.	High
Automated Résumé Screening	Medium x Medium	Bias may exclude immigrant candidates.	Medium
AI Fraud Detection (Immigration)	Low x Medium	False positives may delay applications.	Low



AI Chatbot for
Mental Health



AI System for
Facial Recognition
at the Border

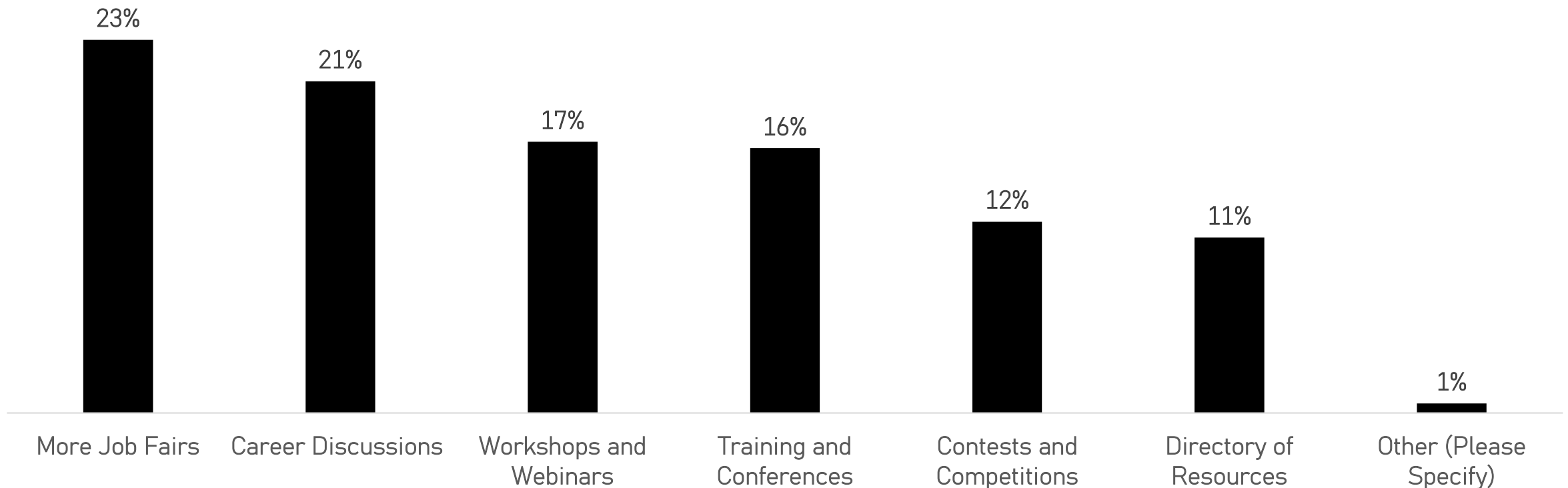


HOW AUTONOMOUS IS AI?

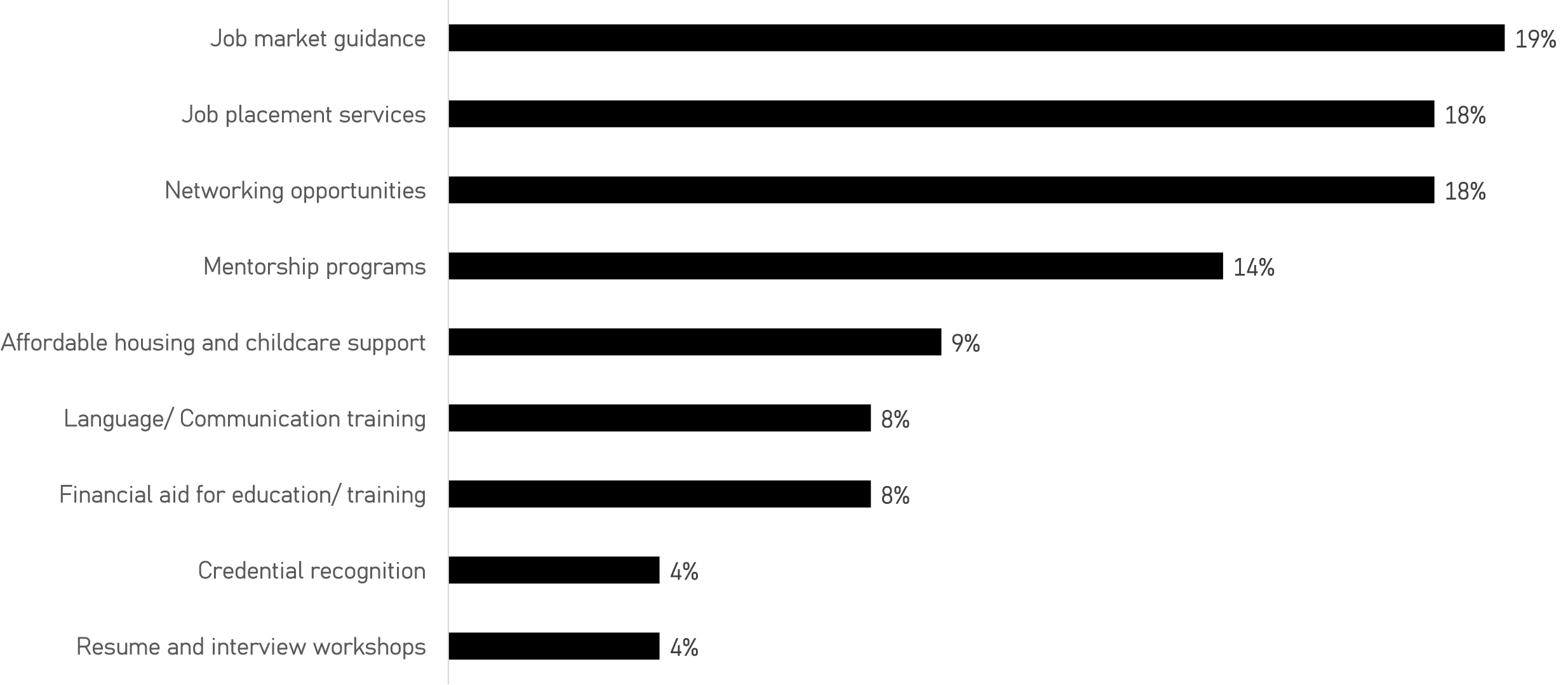
Autonomy Level	Human Oversight	Use Case
Level 1 – Fully Autonomous	None	Self-driving Cars / Autonomous Drones
Level 2 – Human on Loop	System acts independently, but human can override AI real-time	Facial-recognition based airport / border screening
Level 3 – Human in the Loop (HITL)	System provides inputs / suggestions to a human that chooses to follow AI's direction	Prompting GenAI
Unclear	Unclear	Edge case testing builds resilient AI

[Centre for Security and Emerging Technology-AIID-harm-taxonomy/CSET V1 AI Annotation Guide \(with Schema and Field Descriptions\) 25Jul2023.pdf at main · georgetown-cset/CSET-AIID-harm-taxonomy · GitHub](#)

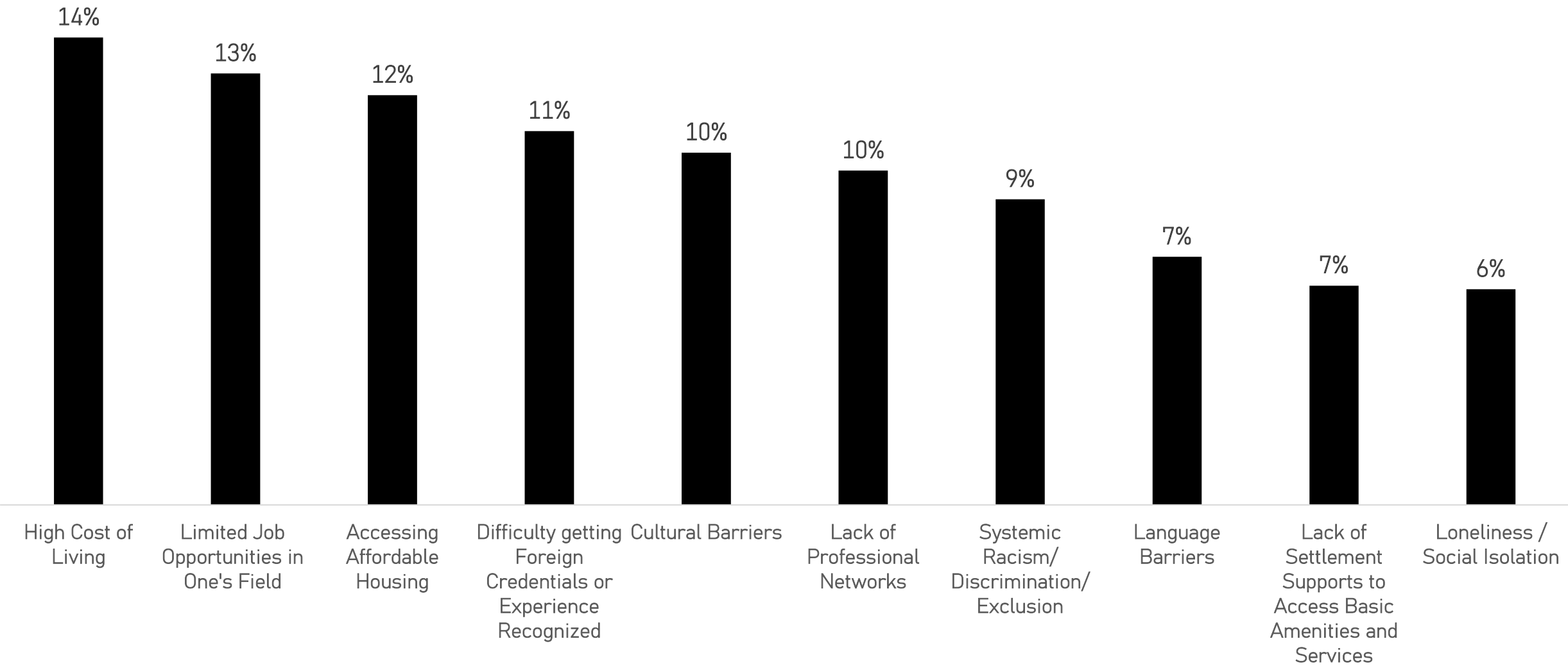
GENERATION1.CA'S JOB FAIRS, CAREER PROGRAMMING & TRAINING ARE MOST VALUED



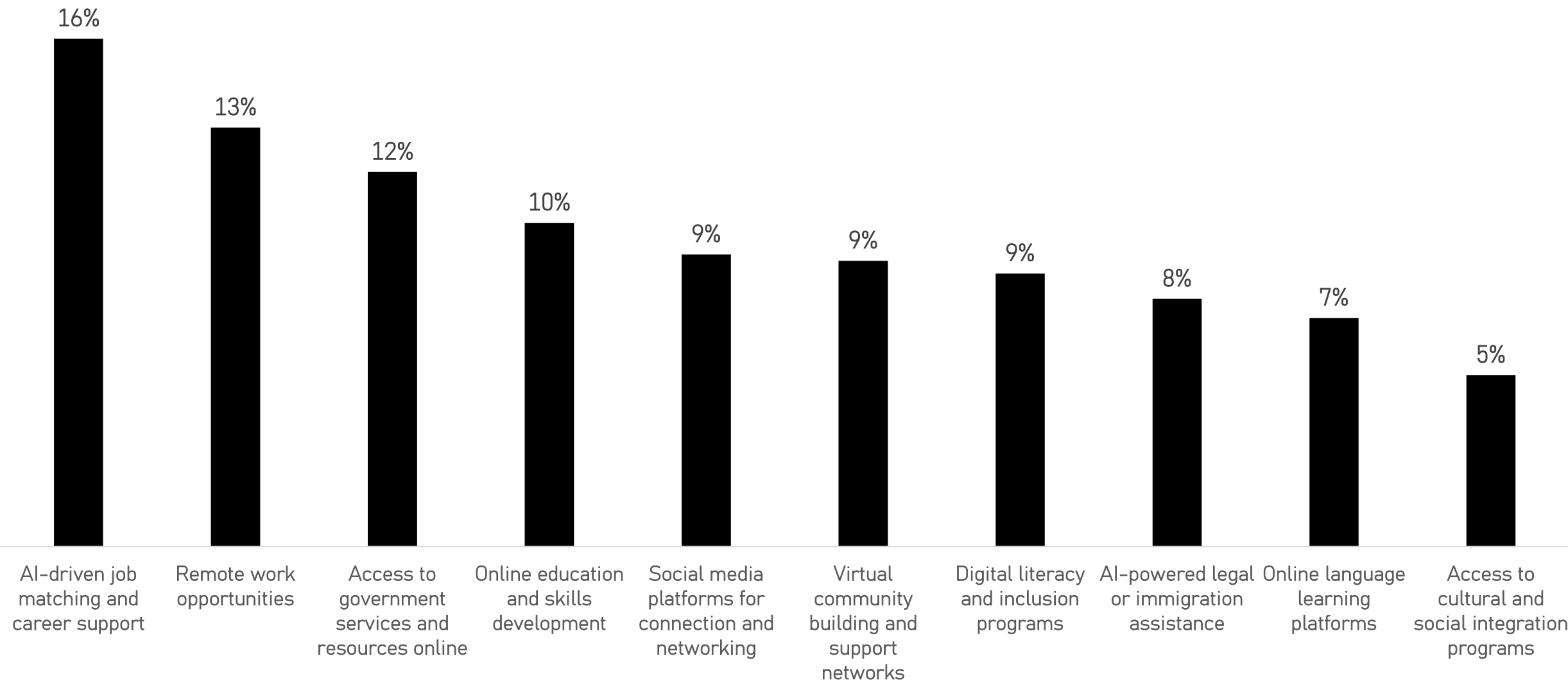
JOB SUPPORTS, NETWORKING AND MENTORSHIP ARE TOP OPPORTUNITIES TO SUPPORT GENERATION1.CA IMMIGRANTS



SOCIO-ECONOMIC: TOP CHALLENGES FACING IMMIGRANTS



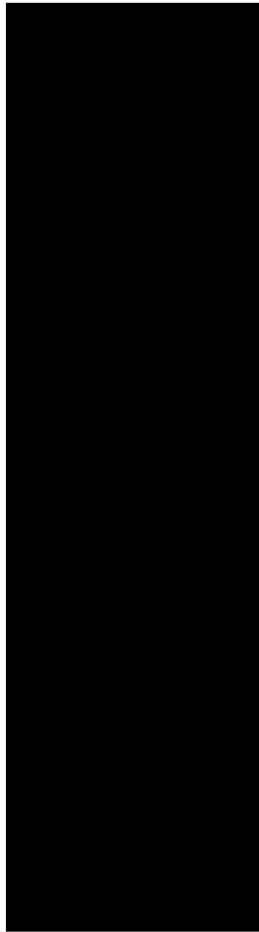
AI-POWERED CAREER SUPPORTS, REMOTE WORK AND GOVERNMENT SERVICES ONLINE WILL BE THE MOST TRANSFORMATIVE TECHNOLOGIES



TECHNOLOGY WILL IMPACT IMMIGRANT INTEGRATION

© Arundati Dandapani 2025. Generation1.ca Global Industry Skills Study. Immigrant Futures 2025 Wave.

73%



Yes

18%



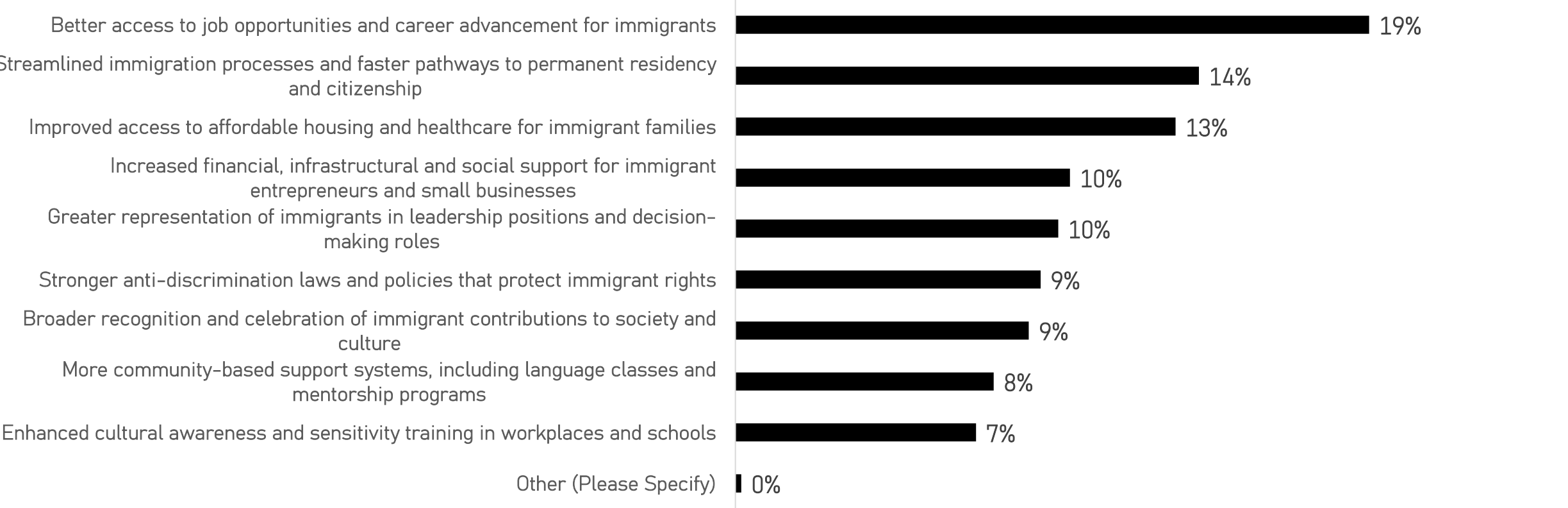
Don't Know

9%



No

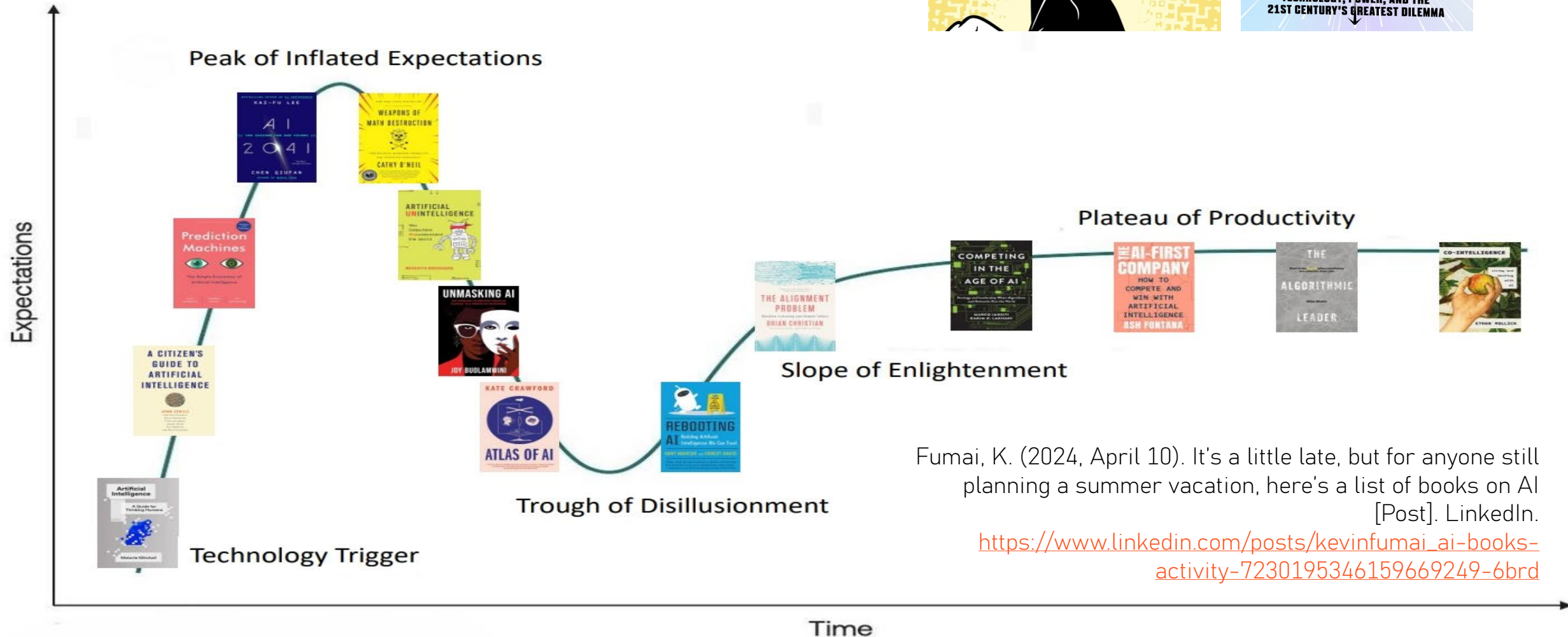
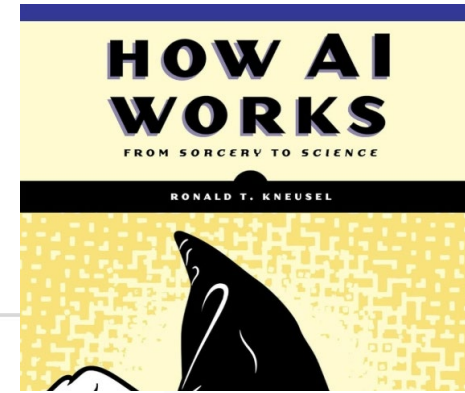
TOP CHANGE SOUGHT BY OUR IMMIGRANTS IN NORTH AMERICA: BETTER JOBS, BETTER PROCESSES, SOCIOECONOMIC SECURITY



- Relentless upskilling, reskilling and future-thinking drive prosperity.
- Education, training and good governance advances fairness, dignity, public safety and opportunity.
- Classify risks that are prohibitive / unacceptable and ban where you need e.g. bots impersonating humans.
- Three digital regulatory models: market driven, state driven and rights based.



MORE BOOKS ABOUT AI



Fumai, K. (2024, April 10). It's a little late, but for anyone still planning a summer vacation, here's a list of books on AI [Post]. LinkedIn.

https://www.linkedin.com/posts/kevinfumai_ai-books-activity-7230195346159669249-6brd

SUPPORT UPSKILLING AND CAREERS INCLUDING AI AND DATA LITERACY AT OUR FAIRS!

A vibrant, stylized illustration of a space-themed career fair. In the foreground, several diverse people are depicted in various poses, some holding devices. The background features a large blue Earth, a red planet, and a yellow ringed planet against a starry space backdrop. The text "Galactic Ready Talent" is prominently displayed in the center. A circular inset in the top left shows a portrait of Arundati Dandapani. The CSTM logo is on the right. The Generation1.ca logo is in the bottom left, and event details are in a white box at the bottom right.

Arundati Dandapani,
Founder and CEO, Generation1.ca

Galactic Ready Talent

CSTM

GENERATION1.CA
MOVERS AND ARRIVERS

Friday, April 24, Spring 2026
Virtual Career Fair and Case Competition:
Space Odysseys, Cosmic Intelligence and Aliens

A dark blue banner with a circuit-like pattern. It features a portrait of Arundati Dandapani in a circular inset on the right. The text "PROSPERITY BY DESIGN" is in large white letters, followed by "LEADING WITH AI, TALENT, AND TRUST" in yellow. A yellow callout bubble says "UPSKILL, CONNECT, WIN, GET HIRED!". A QR code is in the center, with "SCAN TO REGISTER!" below it. The event date and time are in yellow boxes on the left. The Generation1.ca logo is in the top right, and a "REGISTER NOW!" button is in the bottom right.

FALL 2025 GLOBAL VIRTUAL
CAREER FAIR AND CASE COMPETITION

GENERATION1.CA
MOVERS AND ARRIVERS

PROSPERITY BY DESIGN

LEADING WITH AI,
TALENT, AND TRUST

UPSKILL, CONNECT,
WIN, GET HIRED!

SEPTEMBER 26, 2025
9:45 AM – 5:00 PM EDT

SCAN TO REGISTER!

ARUNDATI DANDAPANI
FOUNDER & CEO
GENERATION1.CA

REGISTER NOW!

THANK YOU! LET'S

CONNECT



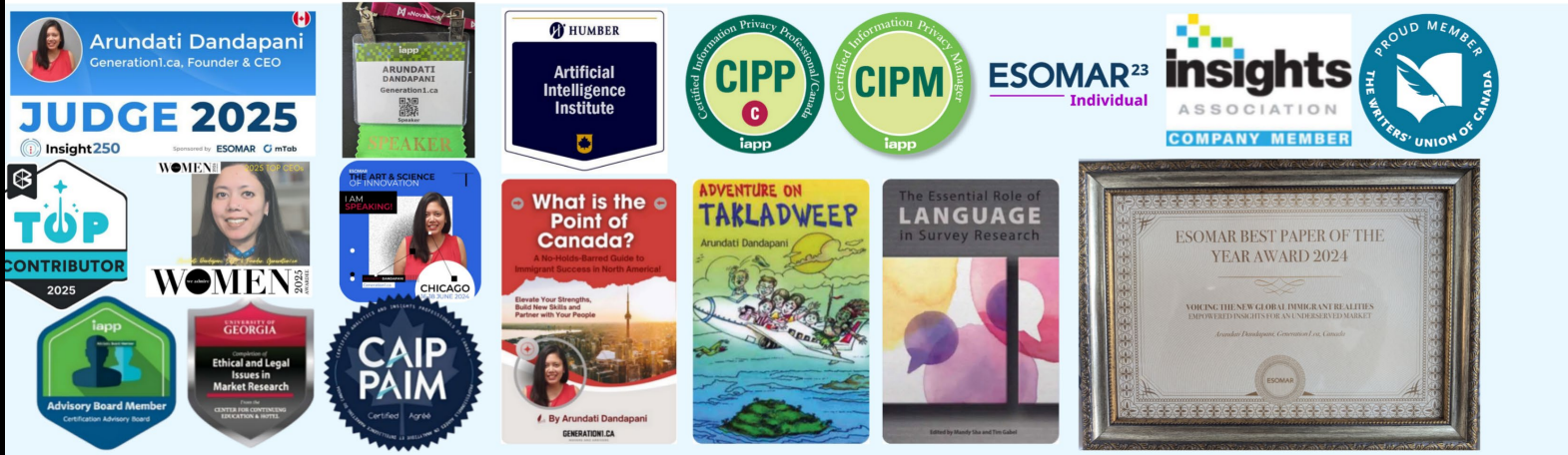
Arundati Dandapani

Founder and CEO, Generation1.ca

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GENERATION1.CA

MOVERS AND ARRIVERS



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PUBLIC SECTOR ADDRESS

Professional Narrative of Moving and Arriving and Building a Career in Strengthening Public Sector Research with Data Integrity and Immigrant Inclusion with Salim Barghouth

- Generation1.ca's Future Ready Governance: Ethical AI, EDIB and Public Sector Data Practices – November 4, Ottawa, 2025

Building a Career in Canada: A Professional Journey

Salim Barghouth Presentation for Generation1.ca's Future Ready Governance: Ethical AI, EDIB and Public Sector Data Practices conference

4 Nov. 2025

Agenda

Introduction

Personal Background

Professional Experience Abroad

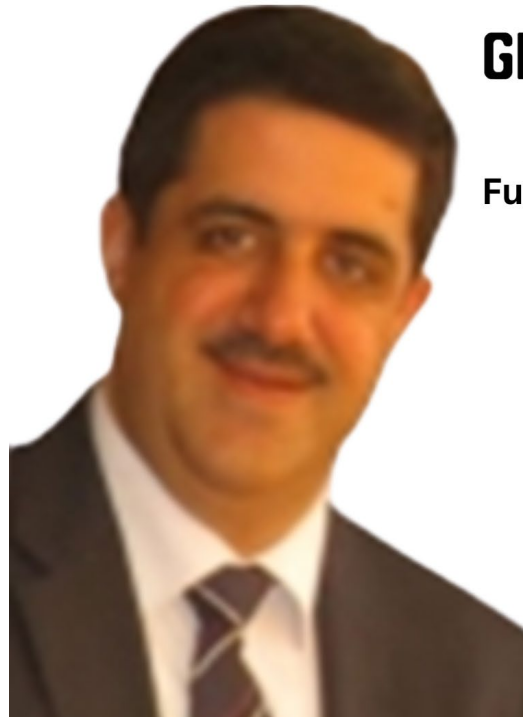
Transition to Canada

Current Role in Public Service

Closing



Personal Background



GENERATION1.CA

MOVERS AND ARRIVERS

**Future Ready Governance:
Ethical AI, EDIB and
Public Sector
Data Practices**

presents



**Tuesday, November 4, 2025,
Downtown Ottawa, 11 am - 5 pm ET**

**Speaker: Salim Bargouth, Public Opinion
Research Directorate (PORD), PWGSC**

Personal Background:

Name	Salim Barghouth
Country of Birth	Saudi Arabia
Nationality	Jordanian since 1965 Canadian since 2017
Marital Status	Married
No. of Children	3



Personal Background

Countries I lived in:

Saudi Arabia	=	25
Jordan	=	8
Lebanon	=	6
USA	=	5
Egypt	=	3
Canada	=	<u>13+</u>
		<u>60+</u>



Personal Background Education:

1983 High School Certificate

Bishop's School, Amman – Jordan

1988 Bachelor of Science Chemical Engineering

University of Arizona, Tucson, Arizona –
USA

2013 Graduate Certificate - Marketing and
Business Intelligence Research (MRA)

Algonquin College, Ottawa, Ont. – Canada



Professional Experience

Professional Experience:

1989 - 2006 Procter & Gamble, Saudi Arabia, GCC, Yemen Egypt & Levant



2007 - 2007 Ipsos, Saudi Arabia



2007 - 2012 Saudia Dairy and Foodstuffs Co., Saudi Arabia



الشركة السعودية لمنتجات الألبان والأغذية
SAUDIA DAIRY AND FOODSTUFF COMPANY

2012 – 2013 Marketing and Business Intelligence Research (MBIR)
Graduate Certificate, Algonquin College



2014 - Public Opinion Research Directorate
Public Services and Procurement Canada



Public Services and
Procurement Canada

Services publics et
Approvisionnement Canada

Professional Experience: Procter & Gamble, Saudi Arabia, GCC, Yemen & Levant Countries 1989 - 2006



P&G Brands and Categories:

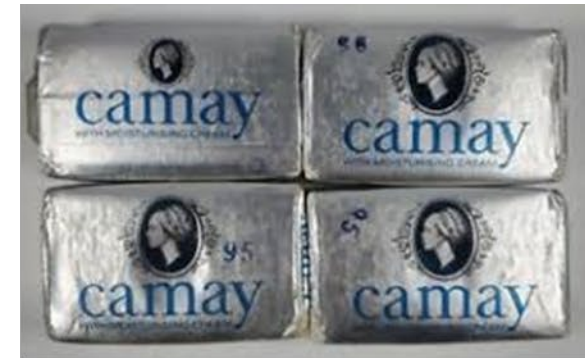
Baby	Fem	Family	Fabric	Home	Hair	SPC	Grooming	Oral	PHC
 ✓	 ✓		 ✓		 ✓			 ✓	
				 ✓	 ✓				
			 ✓						
									
			 ✓						

Product Development Department 1989-1993

Technical Brand Manager

1989 – 1991 Health and Beauty Care (Bar soaps)

1992 - 1993 Fabric Care (Ariel detergent)



Product Development Department

1989-1993

Key Responsibilities:

- Consumer understanding / Identify consumer needs / segmentation;
- Product performance / product usage (consumer);
- Identify performance opportunities / gaps versus competition;
- Consult regional and global product development centres for new technologies;
- Recommend product and packaging upgrades;
- Upgrade local production facilities to handle new technologies / product upgrades;
- Conduct production test runs to ensure that the new products are produced to specifications;
- Provide technical product performance advice to Marketing department.

Consumer and Market Knowledge Department (CMK)

1994 - 2006

Senior CMK Manager

1994 – 2001 Category CMK Manager, Saudi Arabia, Arabian Gulf countries & Yemen

2001 – 2004 Senior CMK Manager Egypt, Levant (Jor, Syr, Leb, Iraq)

2004 – 2006 Category Senior CMK Research Manager Saudi Arabia, GCC

Special Assignments:

1995 - 1997 Helped qualify the BASIS volume forecasting model in Saudi Arabia.

1999 – 2001 Vice Chairman GCC Media Research Committee

2000 – 2006 Shopper Research Regional Coordinator (MEA & P)

Consumer and Market Knowledge Department (CMK) 1994 - 2006

Key Responsibilities:

- Develop a holistic understanding of the consumer, shopper, and trade for the different categories (Who, What, How);
- Identify consumer needs, and business opportunities;
- Use data-based consumer knowledge to drive business decision on the local and regional level;
- Help increase new initiative success rates;
- Be the voice of the consumer in the business team.

Consumer & Market Knowledge Research

- Product Research
- Consumer Research
- Consumer Segmentation Analysis
- Tracking studies and Consumer usage panels.
- Advertising Research
- Media research: (Diaries, People meters)
- Trade research – Retail Audits
- Shopper Research
- Packaging research
- Pricing research: Conjoint
- Volume forecasting
- Market Mix Modeling

Professional Experience: Ipsos, Saudi Arabia 2007



Senior Research Director, Ipsos Saudi Arabia Jan –Aug 2007

- Tasked with growing the research business with focus on Banking, Telecom, Automotive, and the new Economic cities;
- Grow the organization to match business growth;
- Use global resources to bring new research methodologies to Saudi Arabia;

Could not transfer residency sponsorship from P&G to Ipsos due to a mismatch in qualifications (Chemical Engineering  Marketing Research)

Professional Experience: Saudia Dairy and Foodstuff Co. Saudi Arabia 2007-2012



الشركة السعودية لمنتجات الألبان والأغذية
SAUDIA DAIRY AND FOODSTUFF COMPANY



Senior Marketing Research Manager

Sept. 2007- Aug 2012

Key Responsibilities:

- Build consumer, shopper, and trade knowledge for the different SADAFCO products;
- Identify consumer needs and new market opportunities;
- Increase the “Saudia” brand footprint across new dairy and food categories;
- Optimize product offering;
- Measure the effect of marketing activities on sales.
- Advise Sales on product distribution and out of stock levels across trade channels and regions;
- Provide technical advice to the Marketing dept. and Advertising agency on consumer knowledge for copy development;
- Rejuvenate the Saudia ice cream business.

Increasing the “Saudia” brand footprint across new dairy and food categories

ORIGINAL PRODUCT CATEGORIES



NEW PRODUCT CATEGORIES



Rejuvenating the Saudia Ice cream brand

- Rebranding of the ice cream products;
- Expanding reach of the Saudia Ice cream (new freezers);
- Brand SKU optimization;
- Introduce new family packs (tubs), premium flavors, and Catering sizes;
- Introduce Saudia Ice cream boutiques in malls across Saudi Arabia;
- Increase market share;



SAUDIA NEW PACK (SANDWICH) - A3 POSTER



SAUDIA NEW PACK (UFO) - A3 POSTER



SAUDIA NEW PACK (PREMIUM) - A3 POSTER



Provide technical advice to the Marketing dept. and Advertising agency on consumer knowledge for copy development





Transition to Canada

Transition to Canada

2009	Landing
2010	Family moved to Ottawa, Canada
2012	Joined my Family in Canada
2012/13	Attended the graduate certificate MBIR program at Algonquin college in Ottawa
2014	Joined the Federal Public Service Public Opinion Research Directorate Public Services and Procurement Canada
2017	Obtained Canadian Citizenship





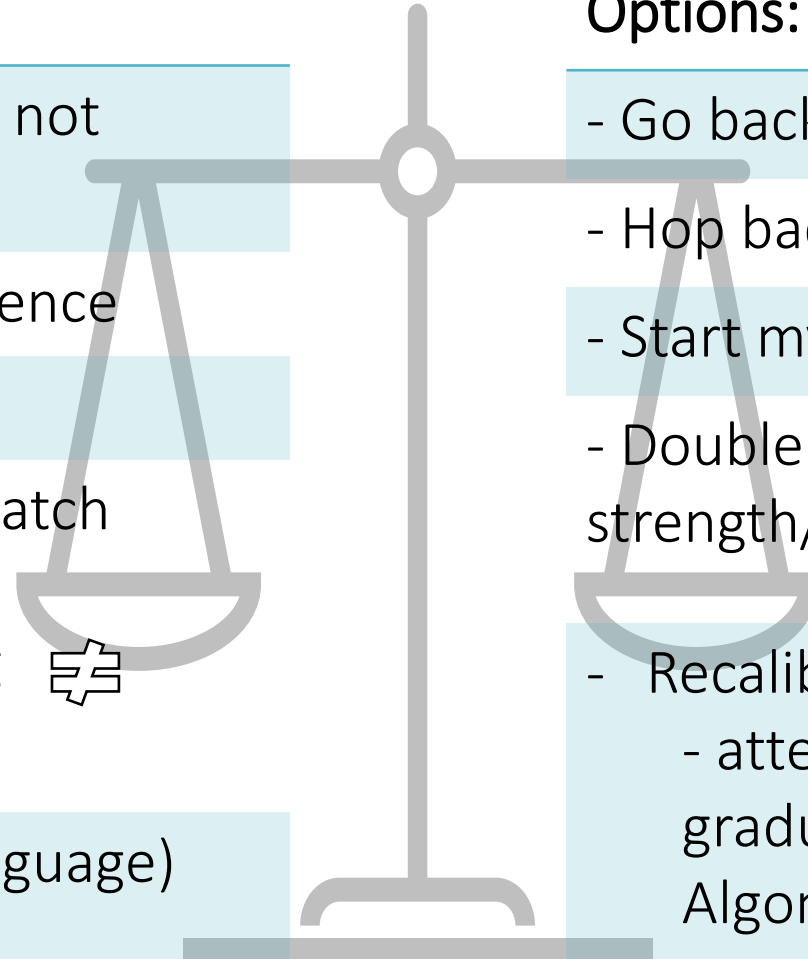
Challenges of finding a job in Canada

Challenges:

- International experience not recognized
- Require Canadian experience
- Age @ 47
- Qualification does not match experience
- BS Chemical Engineering \neq Marketing Research
- Language (2nd official language)

Options:

- Go back where I came from
- Hop back and forth
- Start my own business / franchise
- Double Down and build on strength/experience
- Recalibrate qualifications,
 - attended the MBIR (MRA) graduate certificate program @ Algonquin college.



Marketing & Business Intelligence Research (MBIR/MRA) Graduate Certificate Program, 2012/13



Objectives for Joining the MBIR/MRA program:

- Getting a Canadian certificate matching my experience in marketing research.
- Complement my work experience in with theoretical knowledge.
- Learn new research techniques (online research) and refresh my statistics knowledge.
- Have the opportunity of meeting and working with employers (Internship, Research for Core Industries course)
- Member of the program (MBIR/MRA) guiding team 2017-2025

Current Role in Public Service

Professional Experience: Public Opinion Research Directorate, Public Services and Procurement Canada 2014 – To date



Public Services and
Procurement Canada

Services publics et
Approvisionnement Canada



Public Opinion Research in the Government of Canada

The Government of Canada (GoC), when needed, systematically gathers information on a wide range of topics to facilitate decision-making.

Public opinion research (POR) is one of the methods used to understand the points of view and expectations of citizens and various other audiences.

The use of POR allows the GoC to consult with and engage Canadians and other audiences in areas such as government policies, communications and program development and delivery as well as the evaluation of services.

The Public Opinion Research Directorate's (PORD) Role:

The Public Opinion Research Directorate (PORD) is the Government of Canada's center of expertise for Public Opinion Research.

PORD provides mandatory common service for the coordination of public opinion research activities contracted by institutions listed in schedules 1, 1.1 and 2 of the [Financial Administration Act](#).

PORD uses its knowledge of research methodologies, standards, government policies and regulations to help government organizations develop coherent, relevant and reliable research to make informed decisions.

Acts & Regulations Relevant to POR in the GoC

1. [Financial Administration Act](#)

Schedule I, I.1 and II includes the departments that must adhere to the [Policy on Communications and Federal Identity- Canada.ca](#) and the [Mandatory Procedures for Public Opinion Research](#) from Appendix B of the [Directive on the Management of Communications and Federal Identity- Canada.ca](#)

2. [Public Opinion Research Contract Regulations](#)

3. [Library and Archives of Canada Act](#)

4. [Official Languages Act](#)

5. [Official Languages \(Communications with and Services to the Public\) Regulations](#)

6. [Accessible Canada Act](#)

7. [Personal Information Protection and Electronic Documents Act](#)

8. [Privacy Act](#)

Public Opinion Research Directorate

My Role as an Advisor / Analyst:

- Facilitate studies by guiding client departments and agencies through the entire contracting process;
- Advise institutions on policy requirements, research design, GoC POR standards, and research instruments, procurement methods and deliver value for money to more than 100 departments and agencies;
- Provide technical advice to the development of the [Standards for conducting public opinion research - Canada.ca](#) and reference materials;
- Advise departments on the incorporation and the ethical use of new research techniques, and technologies (e.g. AI)

Public Opinion Research Procurement Tools Used by the GoC:

- POR Standing Offers (up to \$300K)
- POR Supply Arrangement
- Sole Source (less than \$40K)
- Request for Proposal (RFP)
- Advanced Contract Award Notice (ACAN)

Closing

Best of Luck!!!

Questions ?





GENERATION1.CA

MOVERS AND ARRIVERS

presents

Future Ready Governance: Ethical AI, EDIB and Public Sector Data Practices



**Tuesday, November 4, 2025,
Downtown Ottawa, 11 am - 5 pm ET**

Speaker: Frank Graves, Ekos

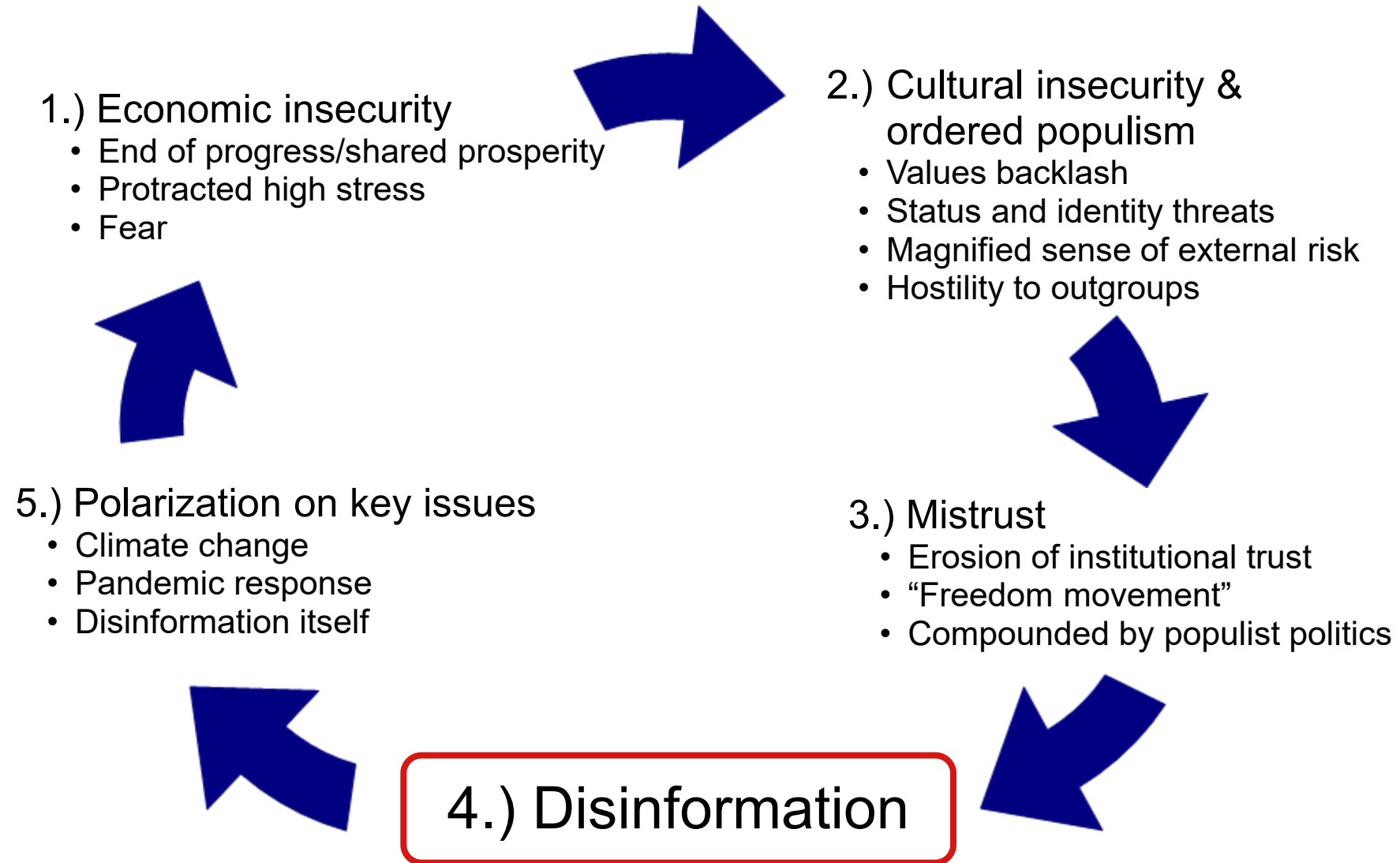
Epistemic Crisis and Public Opinion Research

By Frank Graves

*Presentation to Generation1.ca
November 4, 2025*



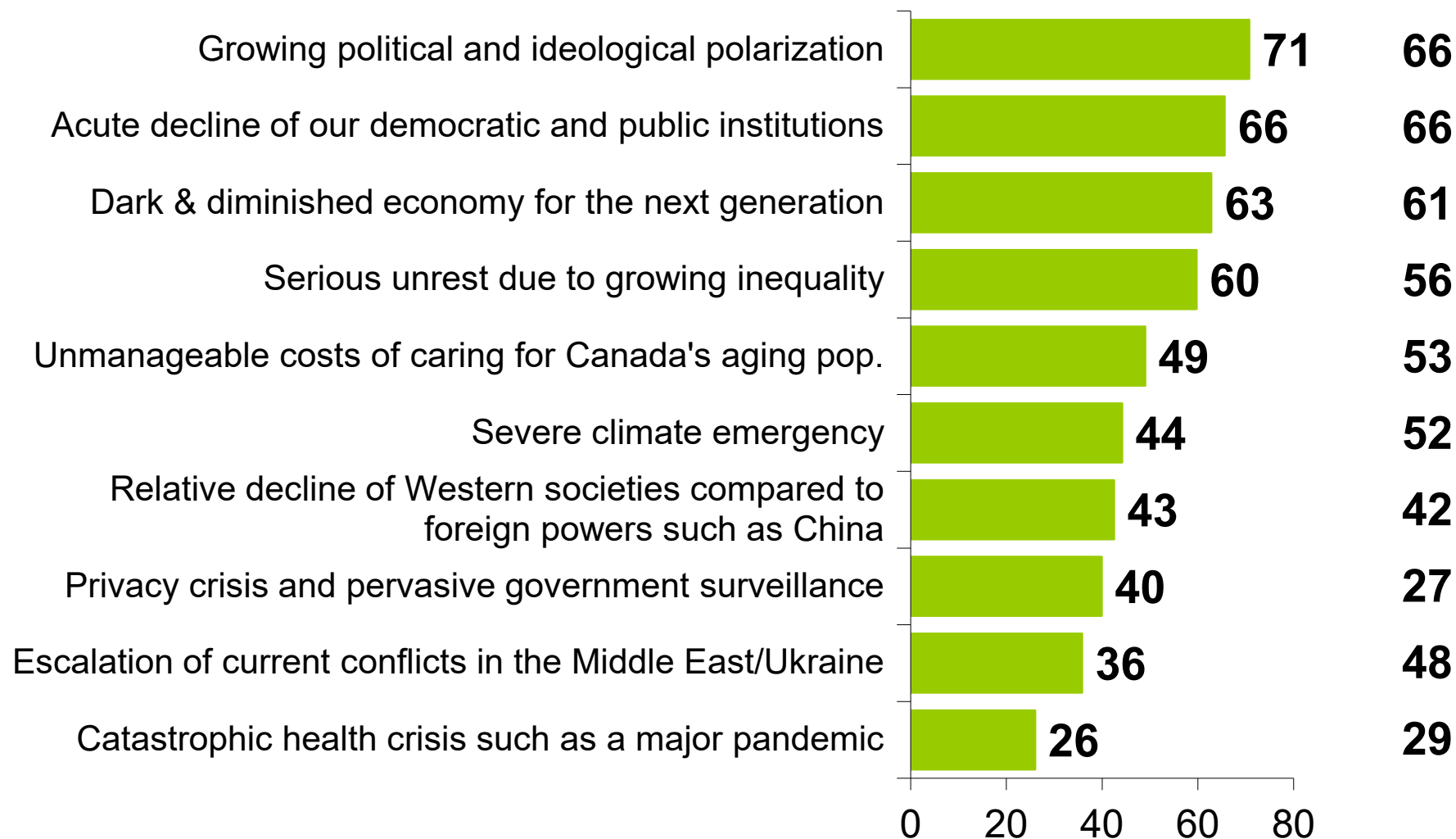
Vicious cycle of polarization, mistrust, and disinformation



Deepest concerns about future

Q. Which of the following choices best reflects your deepest concerns about the future?

**November
2023**



BASE: Canadians; October 22-28, 2025, n=1,581, MOE +/- 2.5%, 19 times out of 20

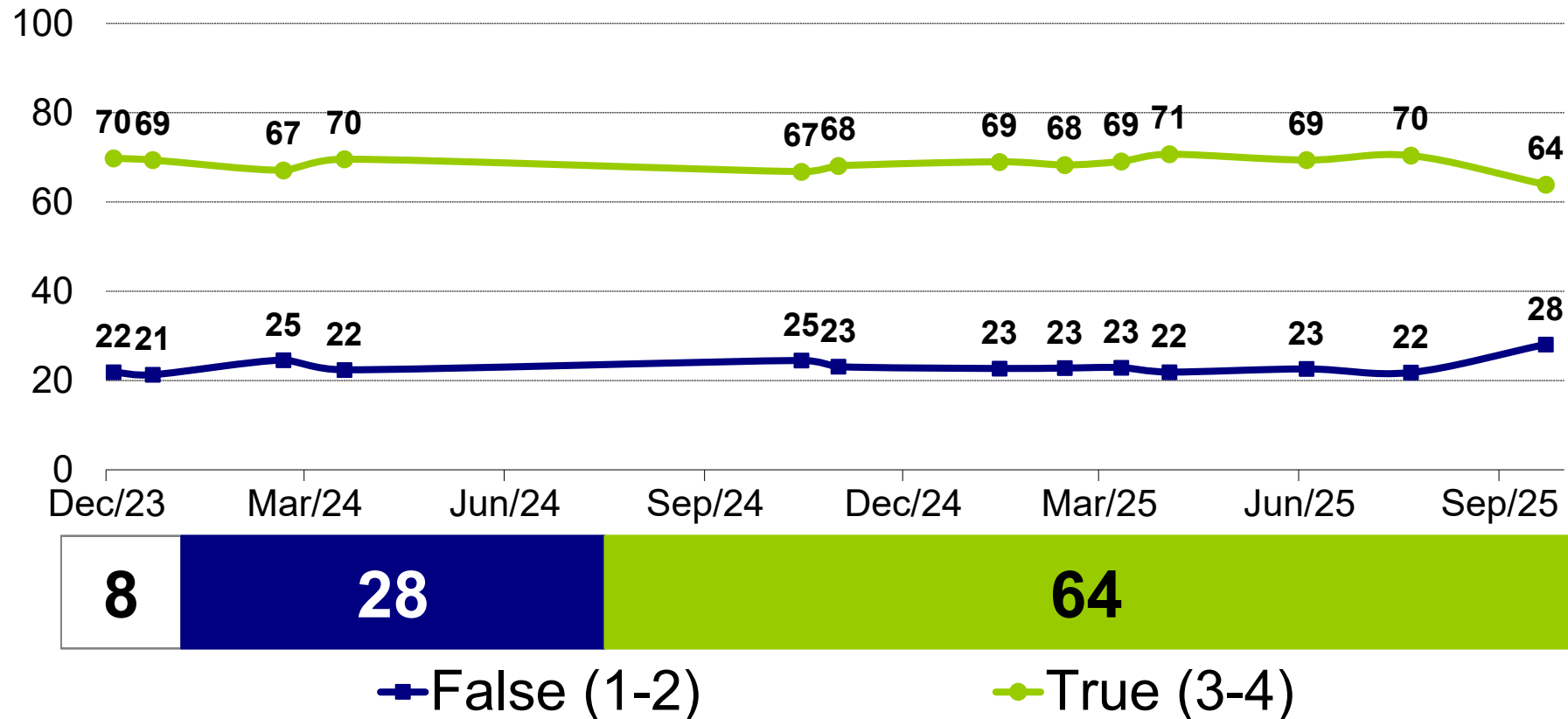
Disinformation and polarization (i)

- » Complex and poorly understood interaction of several major forces producing unprecedented polarization
 - Ordered populism is now amplified by dis- and misinformation
 - Important connections with religion and family formation working in tandem with these forces
- » Disinformation levels not coming down
 - Rather, climate denial and belief governments concealing vaccine deaths are up
- » Confidence in one's ability to identify false information exhibits a curvilinear pattern where both the best informed and most disinformed exhibit the highest levels of confidence in their beliefs

Incidence of disinformation: Impact of greenhouse gas emissions

Q. *To the best of your knowledge, are the following statements true or false?*

Greenhouse gas emissions are the primary cause of climate change

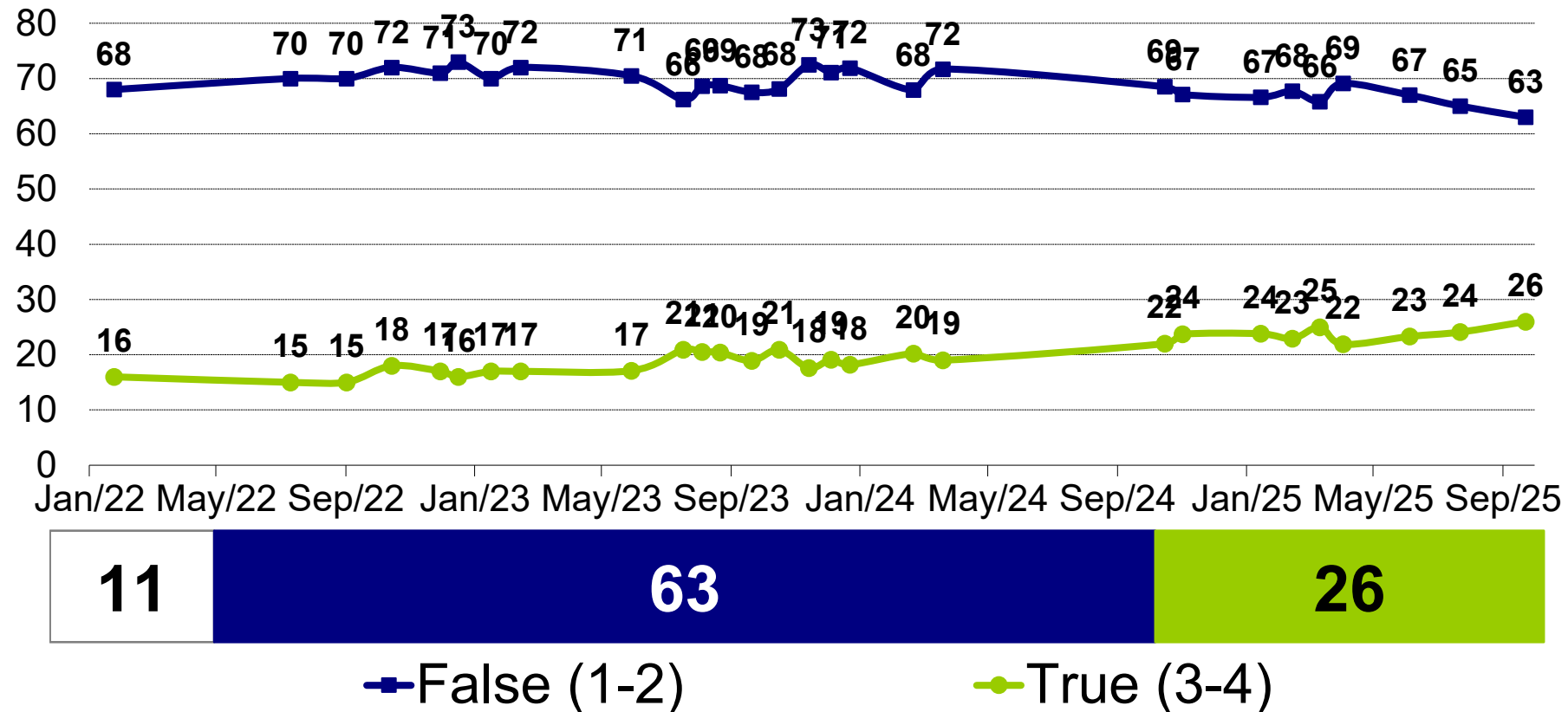


BASE: Canadians; September 5-22, 2025, n=2,078, MOE +/- 2.2%, 19 times out of 20

Incidence of disinformation: Concealed vaccine deaths

Q. *To the best of your knowledge, are the following statements true or false?*

Deaths due to COVID-19 vaccines are being intentionally hidden by the government



Confidence in ability to identify misinformation

Q. *How confident are you in your ability to identify false information?*

National

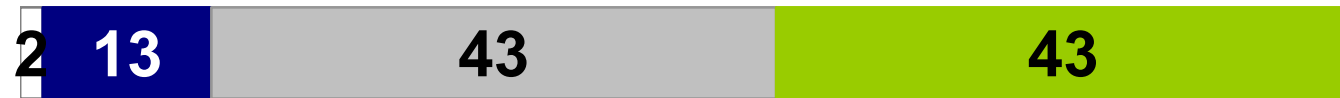


Level of disinformation

None (0)



Low (1-2)



Moderate (3-4)



High (5-9)



- ☐ DK/NR
- ☒ Not confident (1-2)
- ☐ Moderately confident (3)
- ☐ Confident (4-5)

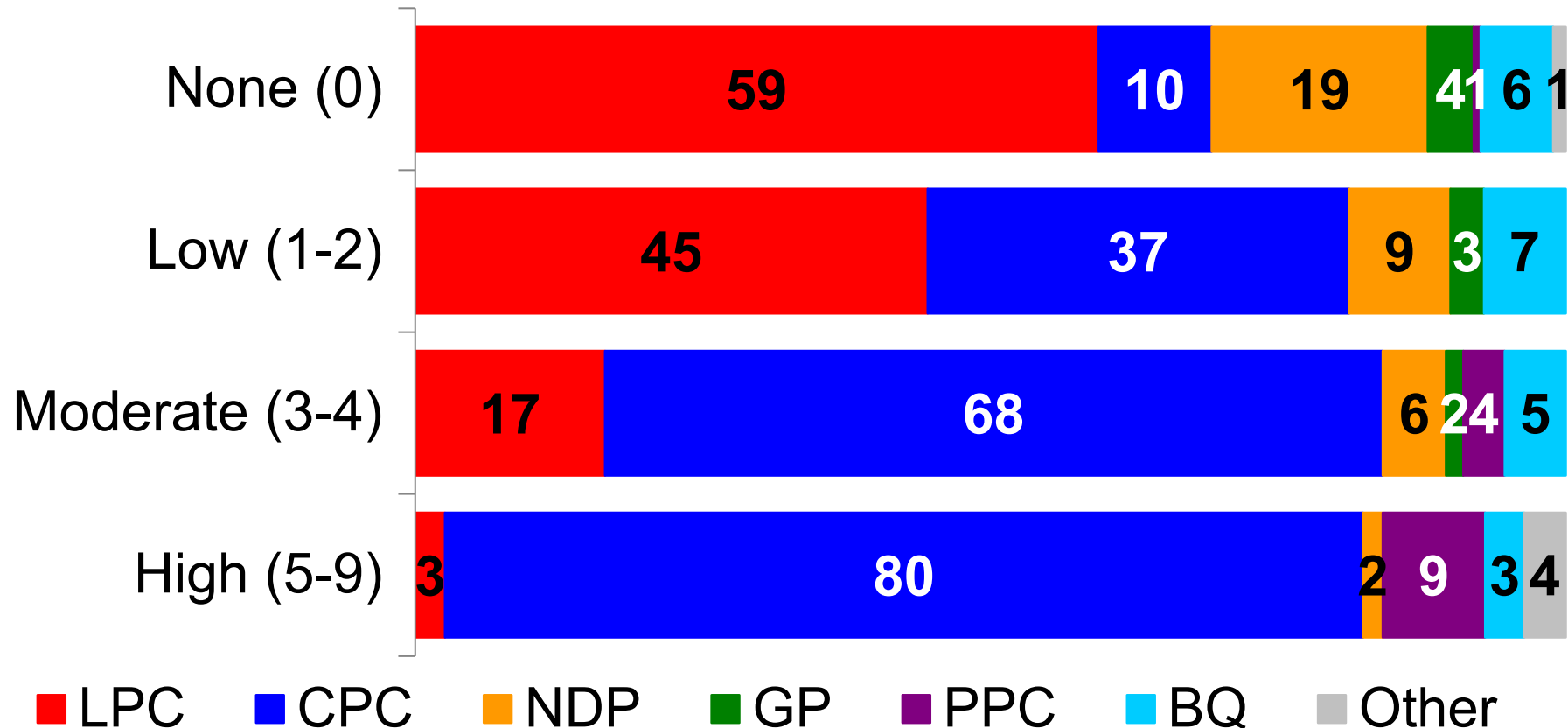
Disinformation and polarization (ii)

- » Intense polarization around disinformation
- » While ordered populism has been a critical feature reshaping voter landscapes over past decade, disinformation even more powerful
- » Spurious beliefs about climate change, vaccine safety, and Russia now best predictors of:
 - Vote intention
 - Approval of Donald Trump
 - Attitudes to immigration
 - Support for secession
 - Support for populist movements such as the Freedom Convoy
 - National attachment

Vote intention by level of disinformation

Q. *If a federal election were held tomorrow, which party would you vote for?*

Level of disinformation

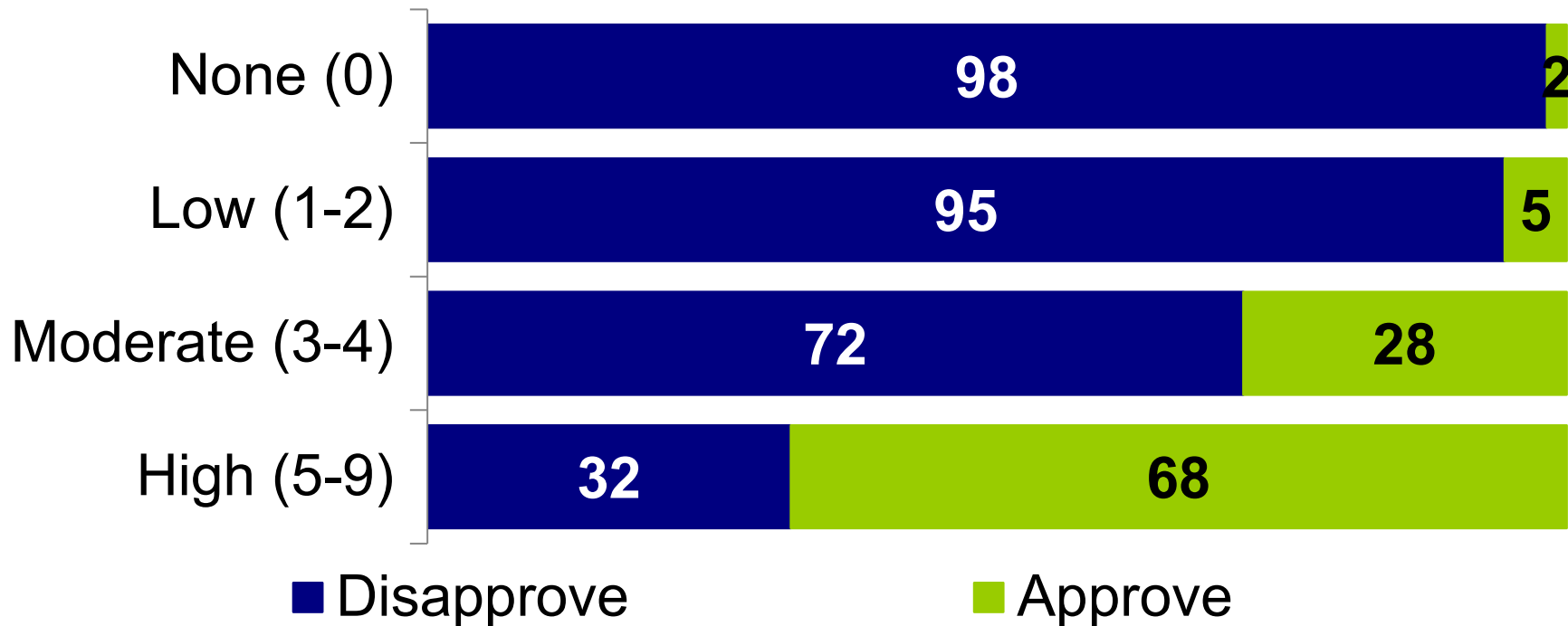


Approval ratings by level of disinformation: Donald Trump*

Q. *Do you approve or disapprove of the way the following individuals are handling their jobs?*

Donald Trump, President of the United States

Level of disinformation



**Figures adjusted to exclude those who skipped the question.*

BASE: Canadians; September 5-22, 2025, n=2,078, MOE +/- 2.2%, 19 times out of 20

Immigration by level of disinformation

Q. *In your opinion do you feel that there are too few, too many or about the right number of immigrants coming to Canada?*

National



Level of disinformation

None (0)



Low (1-2)



Moderate (3-4)



High (5-9)



□ DK/NR

■ Too few

■ About right

■ Too many

Attitudes to confederation by level of disinformation

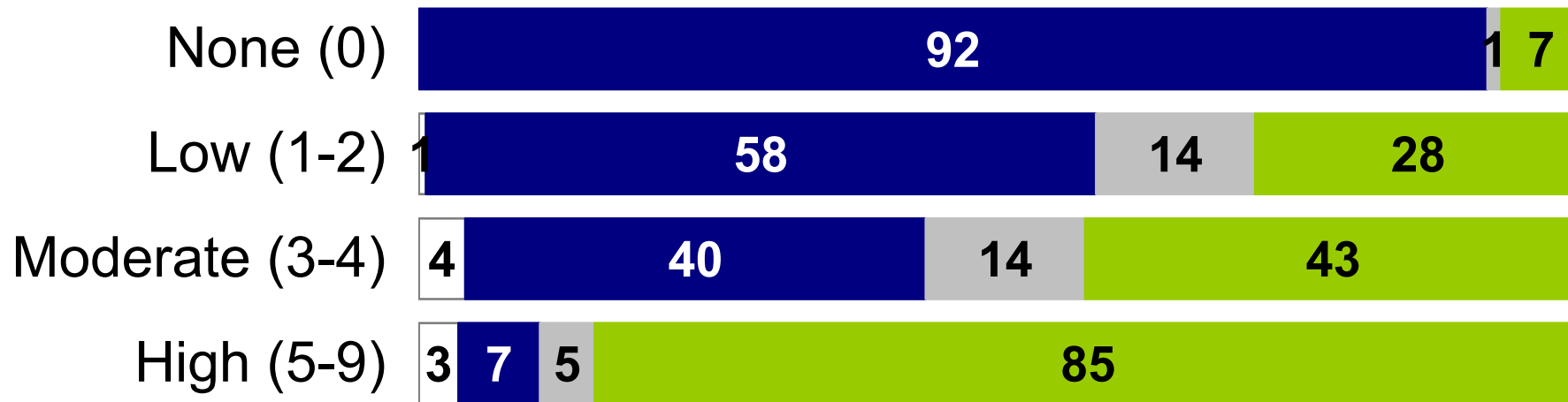
Support for secession (Alberta only)

Q. Please rate the extent to which you agree or disagree with the following statements:

I think my province would be better off as an independent country



Level of disinformation



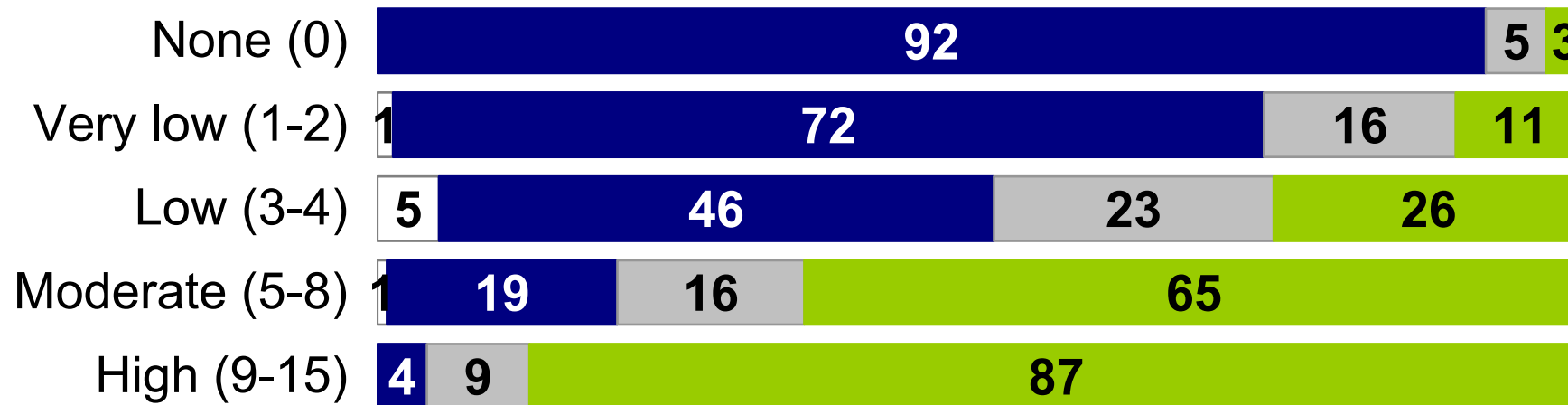
□ DK/NR ■ Disagree (1-3) ■ Neither (4) ■ Agree (5-7)

Attitudes to freedom movement

Q. As you may know, the "freedom movement" is an ongoing protest movement that, among other things, blockaded several Canadian cities and border crossings with the United States in February 2022. The protest was sparked by vaccine mandates for cross-border truck drivers, but later grew to a push for an end to all pandemic restrictions. To what extent do you support or oppose this movement?



Level of disinformation



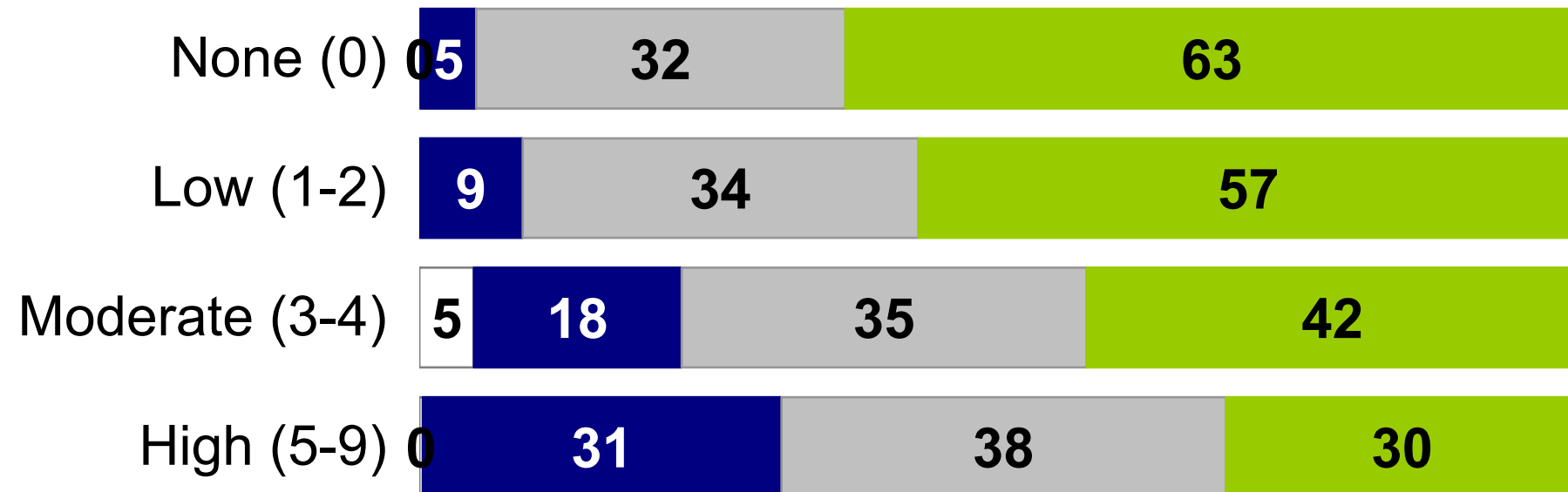
□ DK/NR ■ Oppose (1-2) ■ Neither (3) ■ Support (4-5)

Attachment to Canada

Q. *How strong is your own personal sense of belonging to... ?*
Canada



Level of disinformation



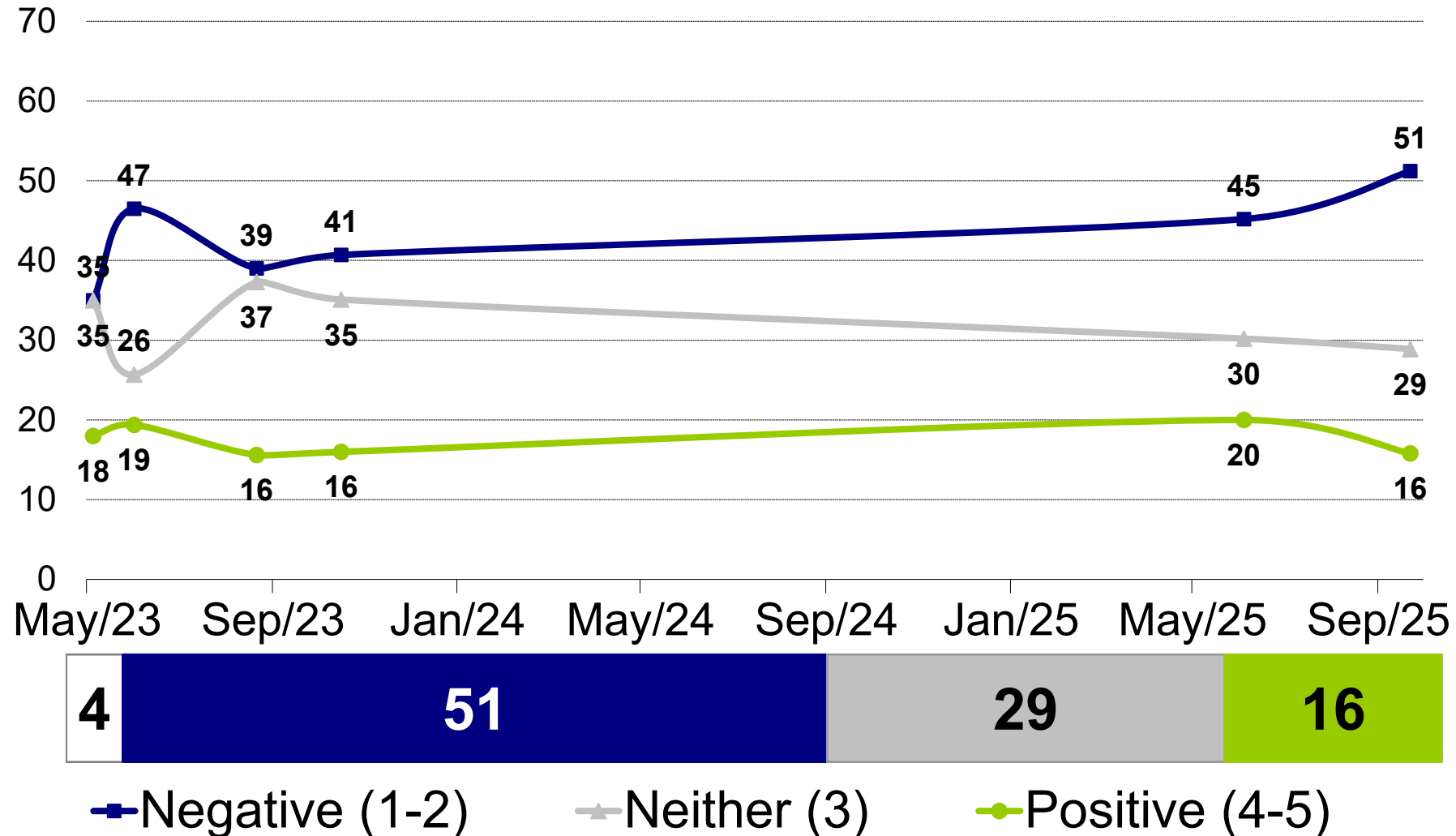
□ DK/NR ■ Not strong (1-2) ■ Moderately strong (3) ■ Very strong (4-5)

Attitudes to AI

- » Outlook on artificial intelligence (AI) worsening despite rise in usage
- » AI not a source of optimism (quite the opposite)
 - May be a source of optimism on Wall Street, but not Main Street
 - Youth hold more negative outlook, despite higher use
- » Broad dissatisfaction with government response to date
 - Just 1% are opposed to labelling requirements

Views on generative AI

Q. All things considered, do you believe generative AI is a mostly positive force or a mostly negative force?



BASE: Canadians; September 5-22, 2025, n=2,078, MOE +/- 2.2%, 19 times out of 20

Attitudes to generative AI

Q. Please rate the extent to which you agree or disagree with the following statements:

Users should have a right to be made clearly aware when they are interacting with content generated by AI systems



Government regulations have failed to keep up with advances in AI



The use of generative AI should be banned from political campaigns



☐ DK/NR ☒ Disagree (1-2) ☐ Neither (3) ☒ Agree (4-5)

Scientific citizen engagement

- » Broad support for regular citizen engagement with informed, representative input from public
 - Strongly supported by more alienated segments of Canadian society who are attracted to populism
- » This informed, reflective, and representative approach can provide a critical social license in an era where that is elusive

Measures to reduce polarization: Scientific citizen engagement

Q. How effective do you believe each of the following government-led actions would be at reducing polarization in Canada?

Regular citizen engagement with informed, representative input from the public

June 2025



BASE: Believes polarization is a problem; May 28-June 4, 2025, n=1,391, MOE +/- 2.6%, 19 times out of 20

July 2024



BASE: Believes polarization is a problem; July 2-5, 2024, n=1,000, MOE +/- 3.1%, 19 times out of 20

□ DK/NR ■ Unfavourable (1-3) ■ Neither (4) ■ Effective (4-5)

Probability versus non-probability (i)

- » In 2023, the Pew Research Center compared three probability-based and three opt-in panels, finding that non-probability samples exhibited roughly twice the absolute error relative to benchmark statistics
 - The error was even higher for youth and Hispanic adults
- » In 2024, Pew demonstrated that opt-in panels can grossly distort sensitive measures
 - For example, an opt-in survey claimed that 20% of youth said the Holocaust was a myth, whereas a probability-based study found just 3%
- » In a 2022 opt-in survey experiment, the Pew Research Center found that 12% of adults under 30 claimed to be licensed to operate a class SSGN nuclear submarine
 - In reality, the proportion of Americans with this qualification is effectively zero

Probability versus non-probability (ii)

- » In 2025, the U.S. DOJ unsealed an indictment alleging a \$10 million scheme involving fabricated survey responses sold to market-research clients, confirming that synthetic “respondents” are a growing industry risk

Methodological comparison

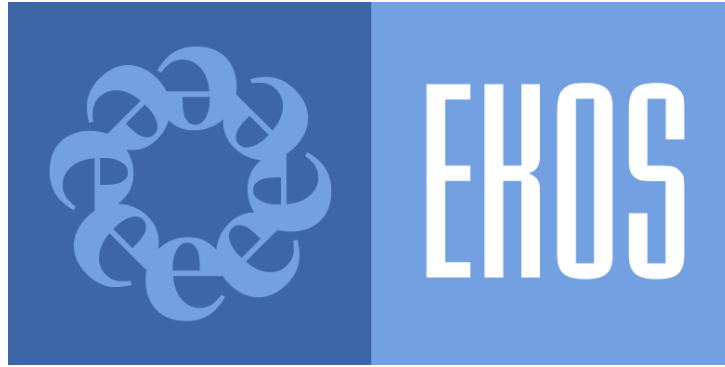
Feature	EKOS Probit Panel	Large crowd-sourced panels
Recruitment	Random-probability recruitment from known frame	Opt-in via online ads, apps, affiliates
Verification	Live operator contact; re-contactable records	Double opt-in email; no identity validation
Representativeness	True random sample; known selection probability	Convenience sample; unknown coverage
Data Integrity	Verified real respondents; low synthetic risk	High risk of bots, duplicates, fabricated data
Weighting	Post-stratification only	Heavy post-hoc weighting required

References

- » Andrew Mercer and Arnold Lau (2023). [Comparing Two Types of Online Survey Samples](#). Pew Research Center.
- » Andrew Mercer, Courtney Kennedy, and Scott Keeter (2024). [Online opt-in polls can produce misleading results, especially for young people and Hispanic adults](#). Pew Research Center.
- » United States Attorney's Office (2025). [Eight Defendants Indicted in International Conspiracy to Bill \\$10 Million for Fraudulent Market Survey Data](#).

Conclusions

- » Disinformation continues to worsen despite broad consensus that this is an urgent priority
 - Broad agreement more forceful response from governments needed
 - Public not particularly confident industry can self-regulate
- » Need to be cautious when it comes to survey research
 - It can both elucidate how disinformation is evolving, but can also contribute without exercising care



For more information:

FRANK GRAVES

EKOS Research Associates

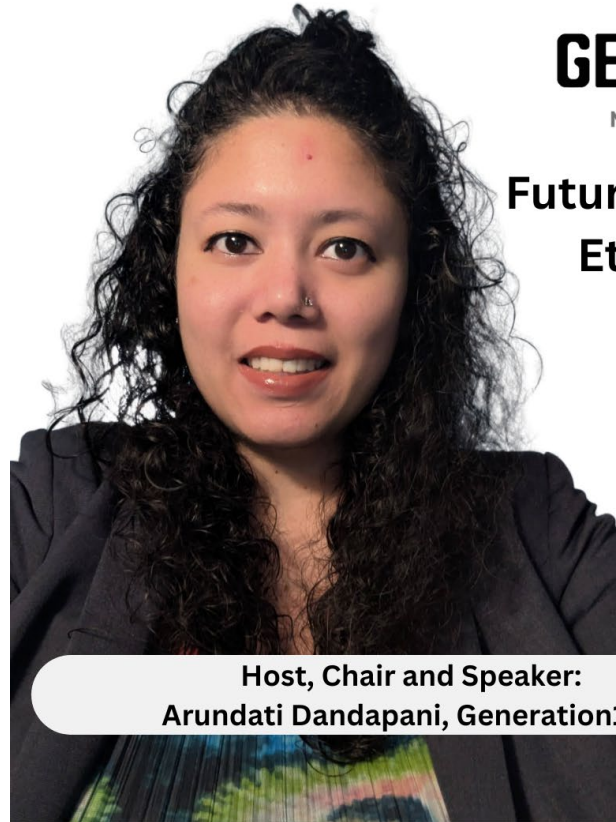
fgraves@ekos.com

(613) 235-7215

ekos.com

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**1:30 PM – 2:15 PM: LUNCH BITES,
COFFEE AND REFRESHMENTS**



Host, Chair and Speaker:
Arundati Dandapani, Generation1.ca

GENERATION1.CA
MOVERS AND ARRIVERS

**Future Ready Governance:
Ethical AI, EDIB and
Public Sector
Data Practices**

presents



**Tuesday, November 4, 2025,
Downtown Ottawa, 11 am - 5 pm ET**

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2:15 PM – 3 PM – CAN WE TRUST AI?

- Transparency Gaps and Game-Changing Opportunities for ResTech
- Accuracy and Integrity



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Speaker: Jeff Lawrence, QuestionPro



Can We Trust AI?

Accuracy & Integrity



Who Am I?

1

Jeff Lawrence

2

Country Manager

3

Gov. Private. Enterprise.



3 concepts today

1

Pillar 1 – Where We Are Now

2

Pillar 2 – The Trust Gap

3

Pillar 3 – The Path Forward





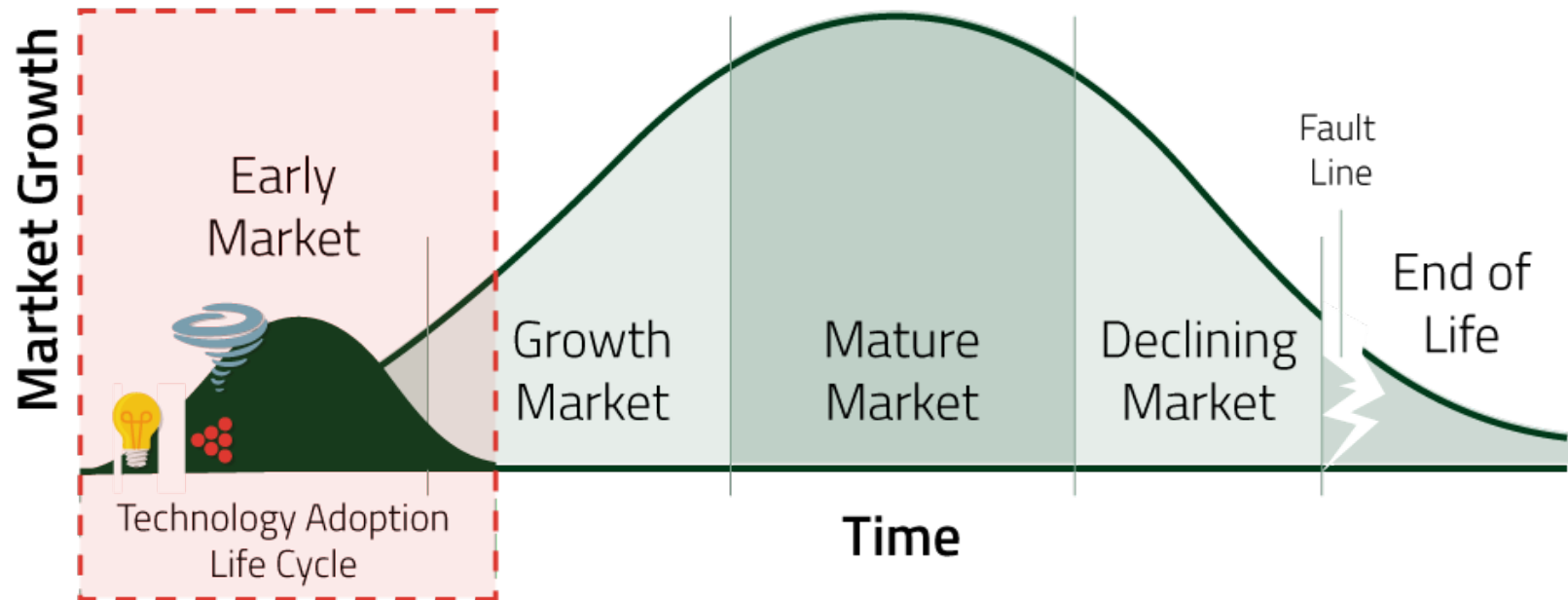
Pillar #1: Where Are We Now

&

Has This Happened Before



Market Maturation Curve



Fear

Function

| Banking & Ecomm: from paper to digital



GPS paper to driverless





Why Does This Matter To QuestionPro?



A complete experience management platform for Research, Customer Experience, & Employee Experience.

Trusted by the world's biggest brands

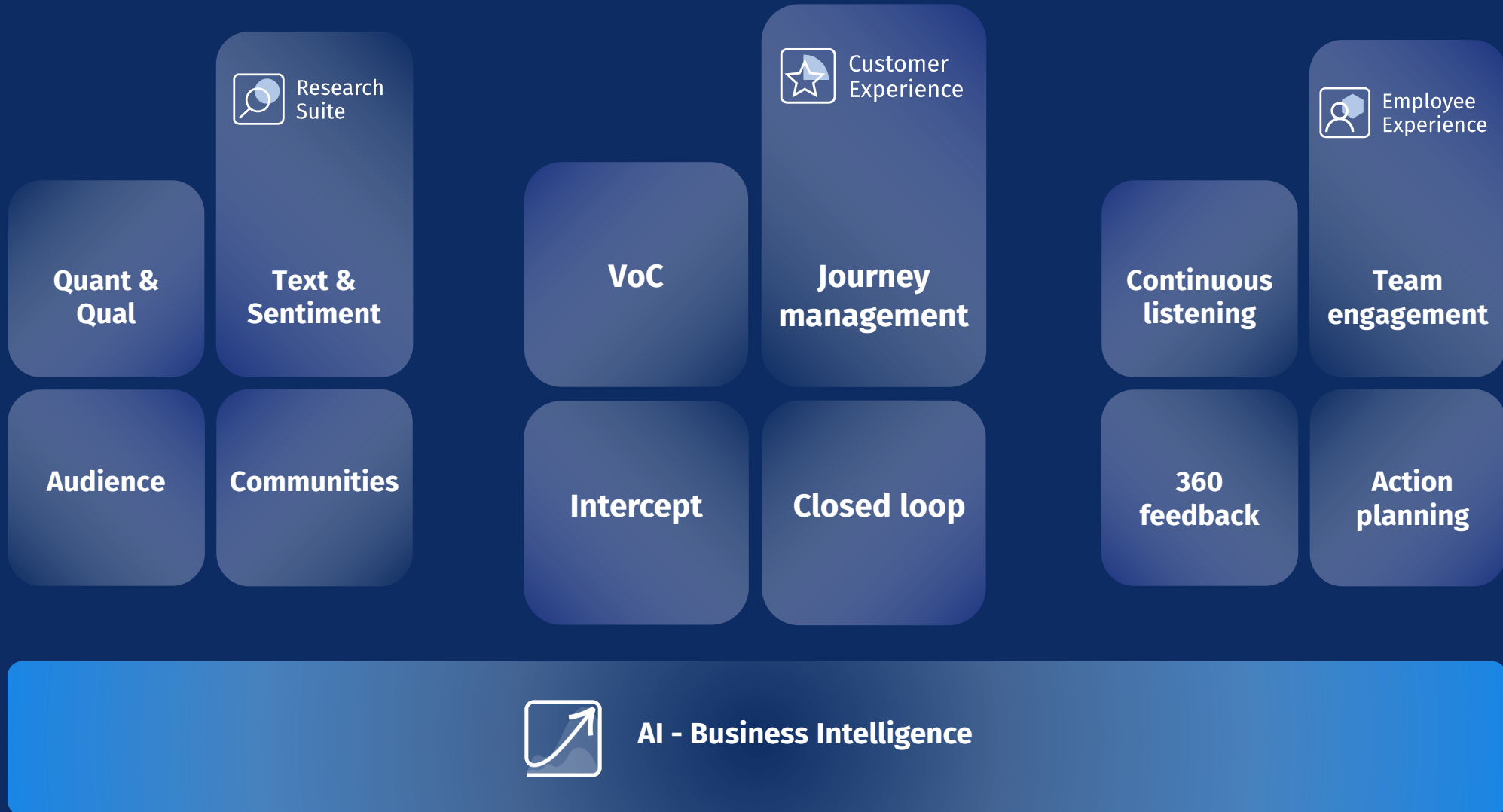


FOUNDED IN 2005,
IN SEATTLE

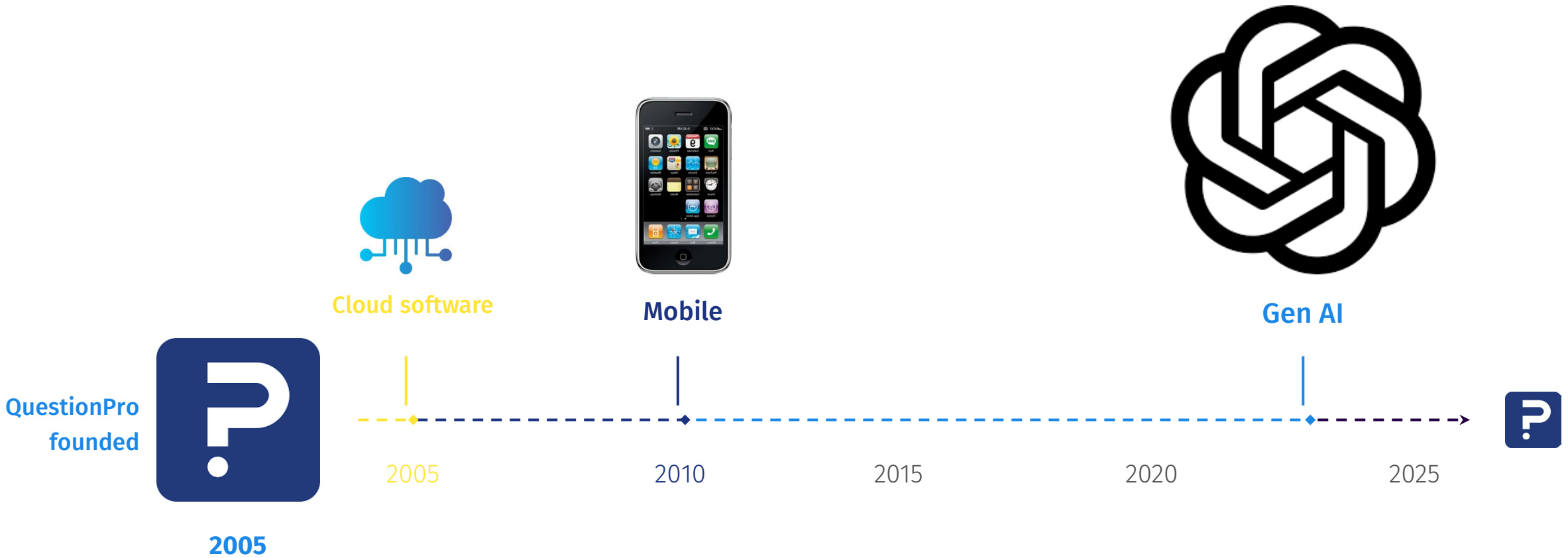
5.3
MILLION
USERS
WORLDWIDE

10
BILLION
QUESTIONS
ANSWERED

Experience Management platform



20 years, 3 major shifts





Pillar #2: The Current Trust Gaps

&

Accuracy & Integrity



3 Problems In Accuracy Trust

Gap

1

Confident \neq Correct

2

Data Quality & Silos

3

Bots & Fraud



3 Problems In Integrity Trust Gap

- 1 Integrity Failures = Real World Consequences
- 2 Vendor Risks & AI Wrappers
- 3 Who's Really In Control?





Pillar #3: The Path Forward

Responsible AI & Data Sovereignty



Picture I'm Your Trusted Advisor

1

Verify

2

Negotiate

3

Align



5 Solutions To Accuracy Gap

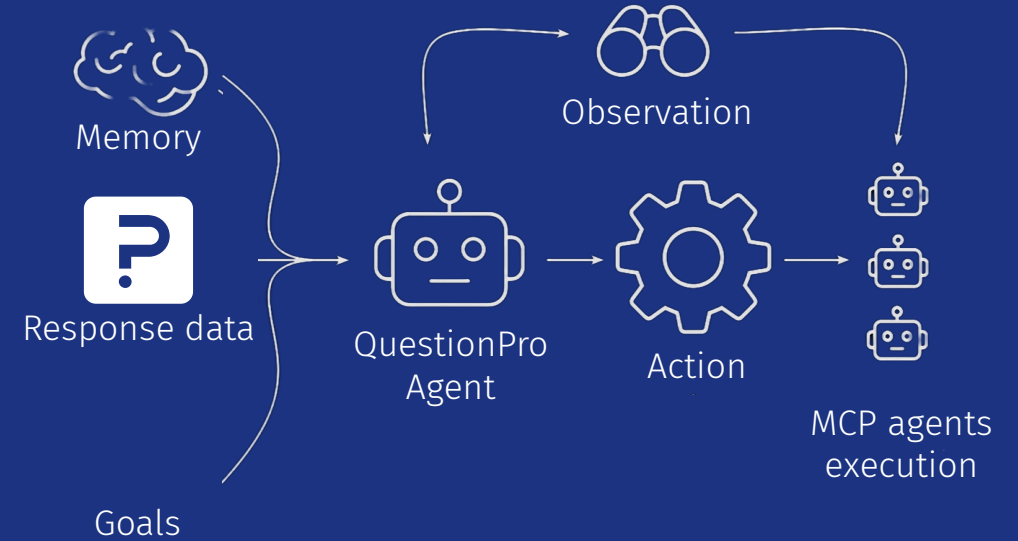
- 1 Anti-Fraud
- 2 Unified Data: One Source Of Truth



#3 *Agentic Workflows*

The Answer To MIT's 95% Failure Rate

Agentic workflows



Ken Peterson
President, CX

“The smartest customer experience will always feel simple, and deeply human”



Final 2 Solutions

4

Journey Management

5

Synthetic Data



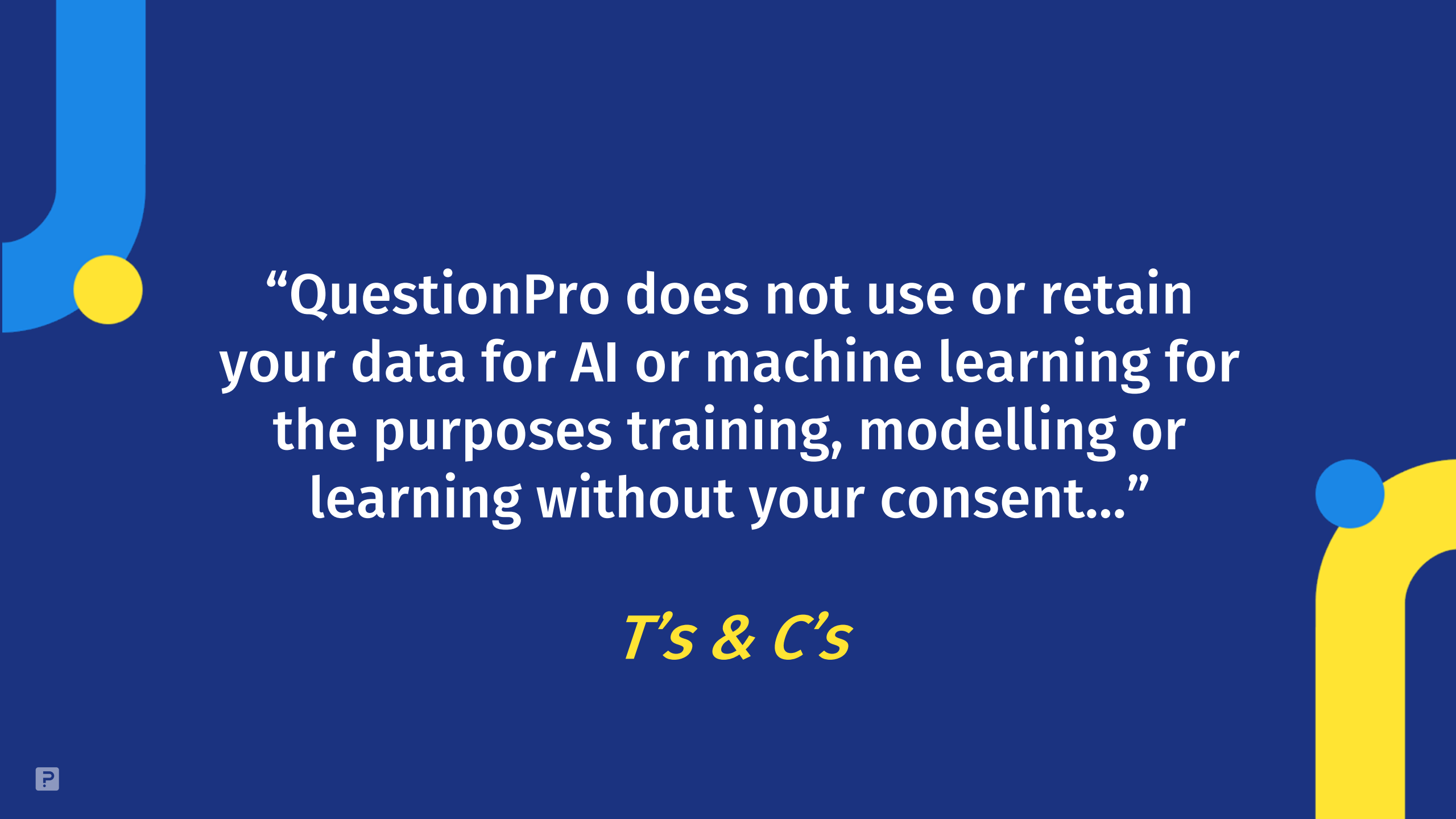
1 Solution To The Integrity Gap

1

YOU Own Your Own Data
ISO 42001:2023 (AIMS)



**YOUR
DATA**



“QuestionPro does not use or retain your data for AI or machine learning for the purposes training, modelling or learning without your consent...”

T's & C's

Responsible AI = Alignment

1

Privacy & Progress

2

“Find The Right Partner” Viv

3

Earning Trust = Aligning
Incentives





Can You Trust The Accuracy Of Your AI?

&

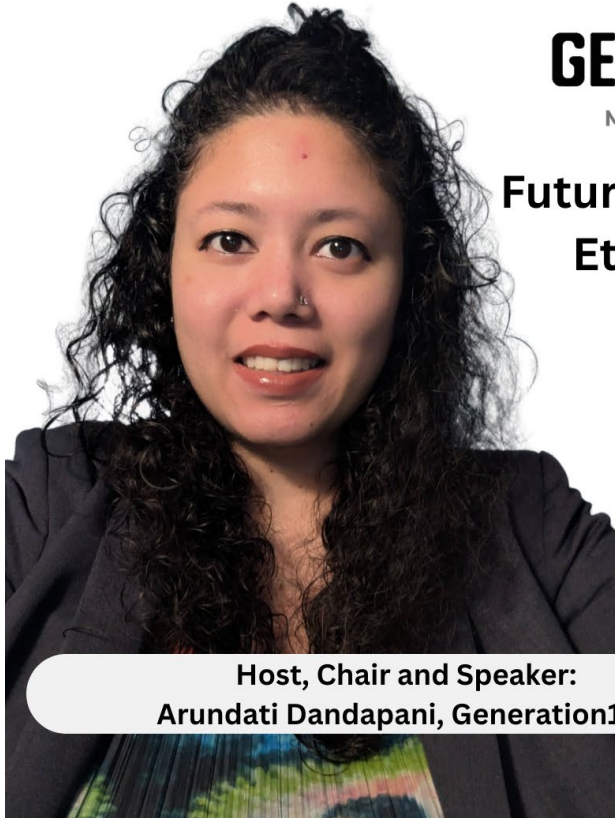
WHO OWNS YOUR DATA?



Thank you!

Jeff Lawrence
Country Manager QuestionPro
514-550-2078
jeff.lawrence@questionpro.com

3 PM – 3:45: CLOSING FIRESIDE PANEL

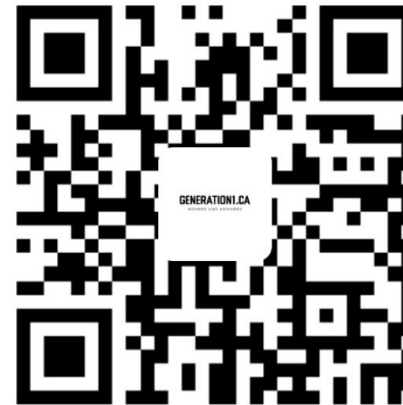


Host, Chair and Speaker:
Arundati Dandapani, Generation1.ca

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FIRESIDE PANEL

- *Future Ready Governance:
Building Equity, Trust &
Innovation*



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**Speaker: Rania Younes, Immigrant
Employment Council of BC (IECBC)**



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**Tuesday, November 4, 2025,
Downtown Ottawa, 11 am - 5 pm ET**

**Speaker: France Epole, CESOC (Centre for Settlement,
Support and Community Orientation)**

Thank you!

4PM – 5PM Connecting

