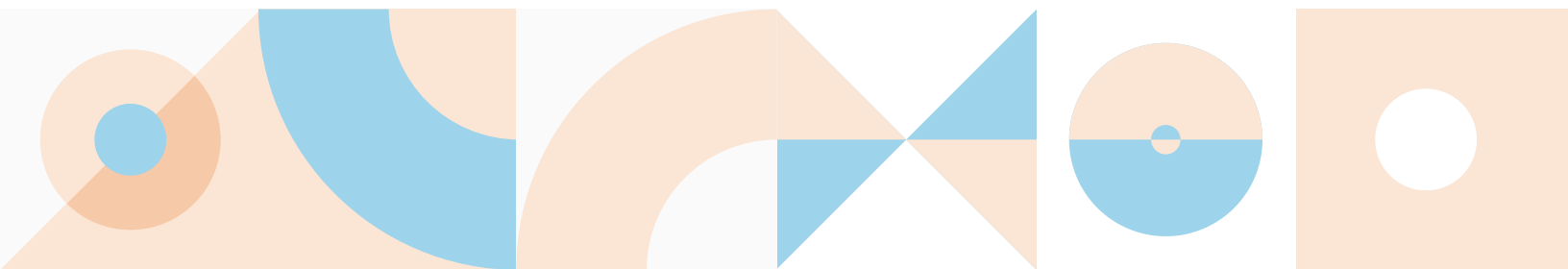


# BI-ANNUAL ICT REPORT FOR FACILITATORS

COVERING DATA BETWEEN JULY TO DECEMBER 2025  
DISTRIBUTED APRIL 2026



Funded by:



Immigration, Refugees  
and Citizenship Canada

Financé par :

Immigration, Réfugiés  
et Citoyenneté Canada



# CONTENTS

**03**

Overview

**08**

Written Responses

**04**

Number of  
Certificates Issued

**10**

Appendix A - Pre-Training  
Survey Questions

**05**

Employer Demographics

**11**

Appendix B - Post-Training  
Survey Questions

**06**

Intercultural Competency





# OVERVIEW

The purpose of this report is to show the overarching trends of the intercultural competency training (ICT) that is required as part of the Atlantic Immigration Program (AIP). This report is a compilation of ICT data that has been collected between July and December 2025. The information used in this report comes from 150 responses from employers to the pre-training survey and 333 responses from employers to the post-training survey. The pre-training survey response rate was 45.04%.

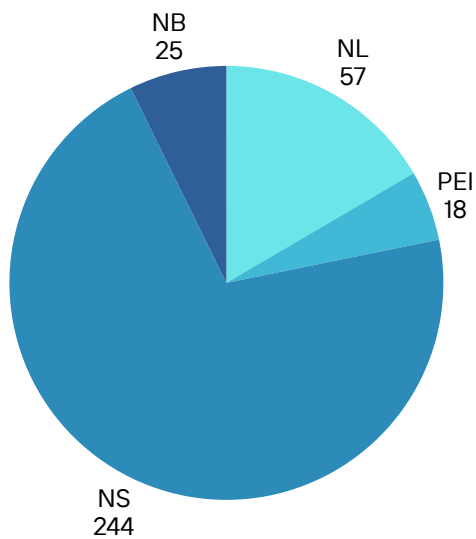
PRE# indicates the question number in the pre-training survey.  
POST# indicates the question number in the post-training survey.

“Our management practice will become more inclusive, empathetic, and culturally aware. I’ve learned that understanding cultural differences isn’t just about avoiding misunderstandings—it’s about actively creating an environment where everyone feels valued and respected.”

- An employer who participated in the training in Nova Scotia

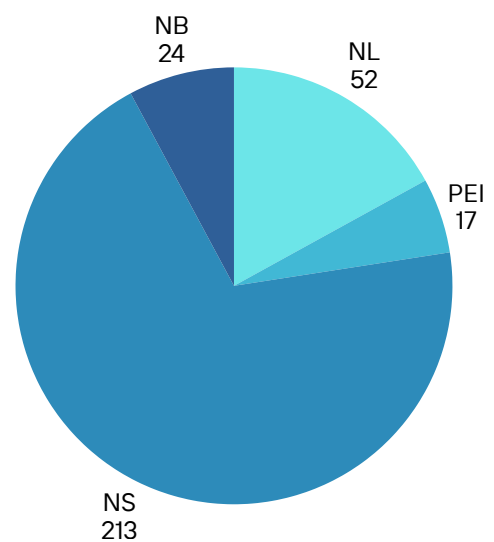


# NUMBER OF CERTIFICATES ISSUED



**NUMBER OF EMPLOYERS**

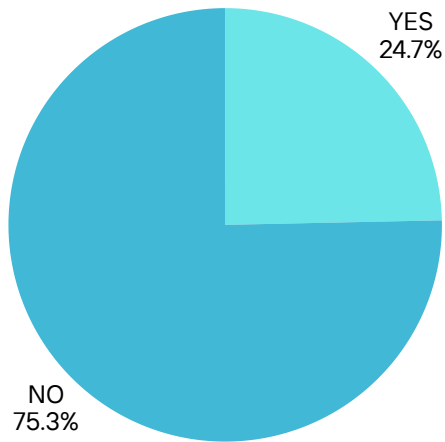
**n = 344**



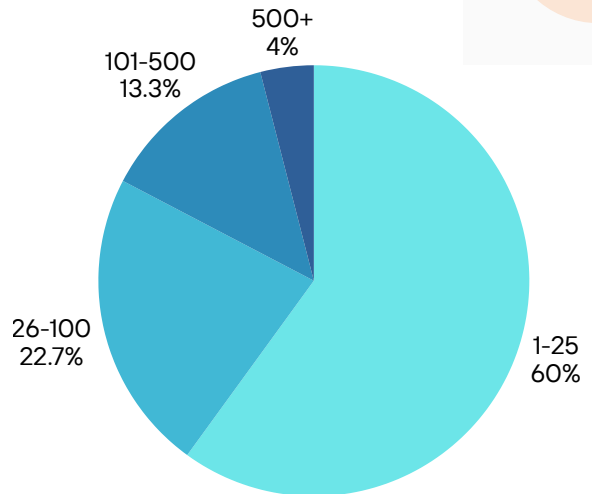
**NUMBER OF BUSINESSES**

**n = 306**

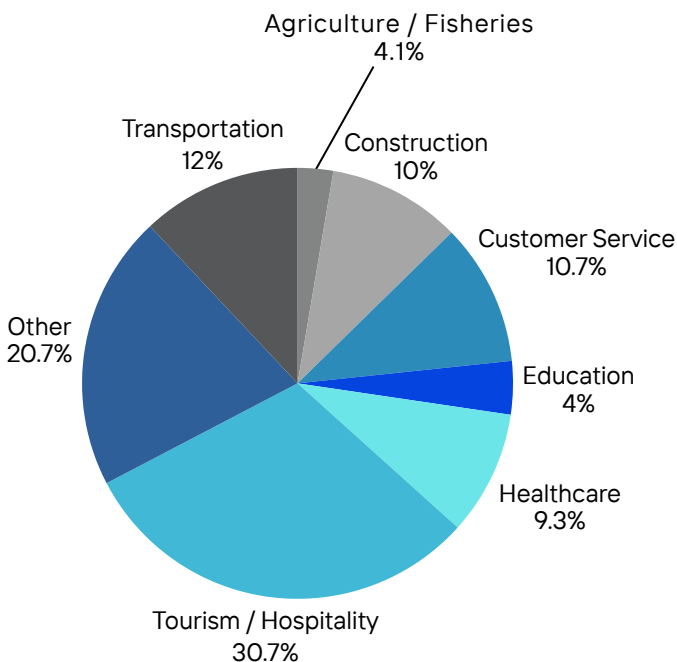
# EMPLOYER DEMOGRAPHICS



**NEWCOMER MANAGED, OWNED OR OPERATED BUSINESS (PRE2)**



**NUMBER OF EMPLOYEES (PRE3)**



**BUSINESS' SECTOR (PRE4)**

The top sectors by province were:

**Tourism and Hospitality in Newfoundland and Labrador**

**Tourism and Hospitality in Prince Edward Island**

**Tourism and Hospitality in Nova Scotia**

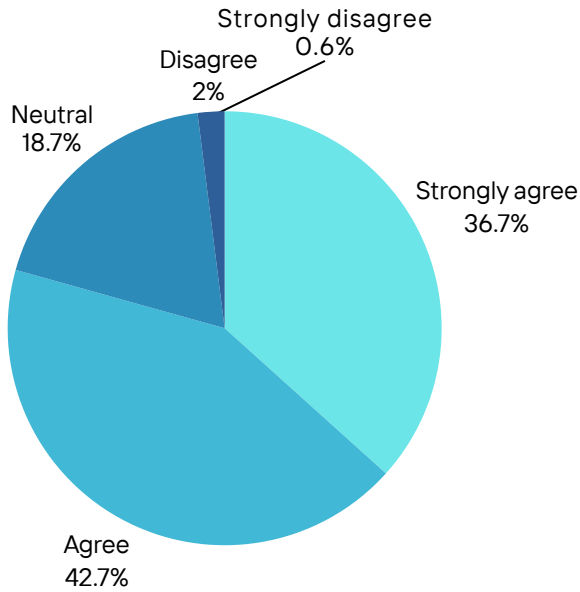
**Construction in New Brunswick**

The **top sector** of employers who participated in the training in **French** was **education**.

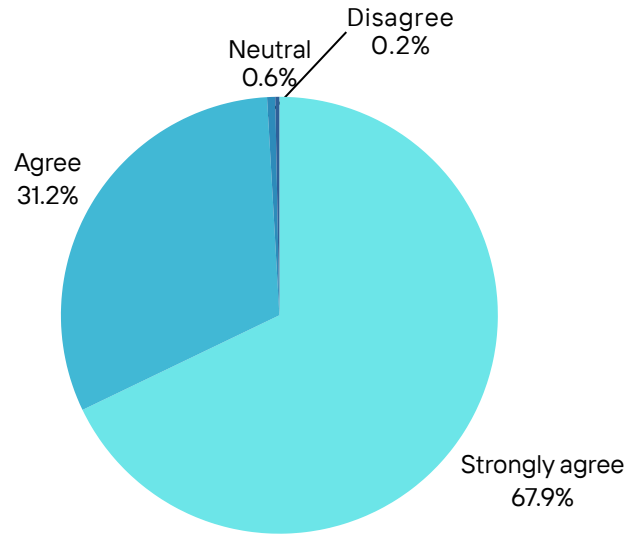
# INTERCULTURAL COMPETENCY



I FEEL THAT I HAVE THE KNOWLEDGE AND TOOLS TO SUPPORT MY NEWCOMER EMPLOYEES.

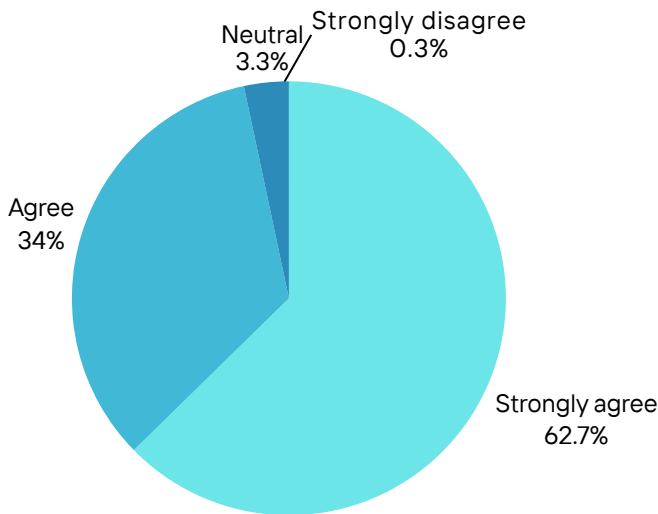


**BEFORE THE ICT  
(PRE6)**

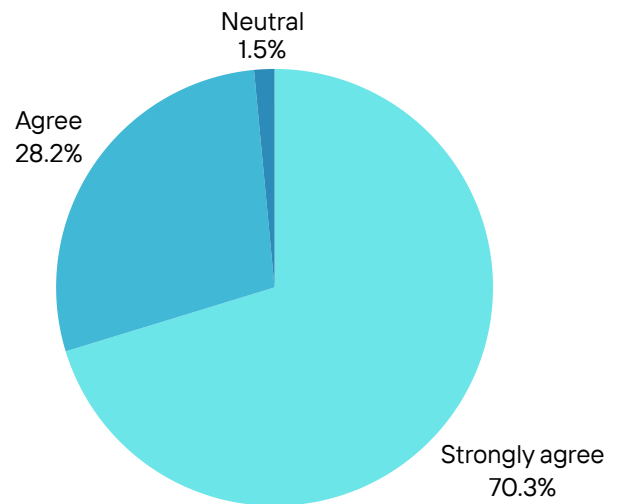


**AFTER THE ICT  
(POST7)**

I FEEL CONFIDENT IN CREATING A WORKPLACE CULTURE THAT IS SUPPORTIVE FOR NEWCOMER EMPLOYEES.



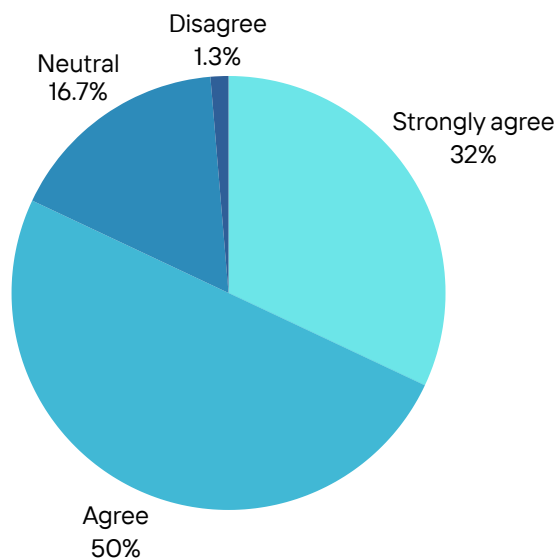
**BEFORE THE ICT  
(PRE8)**



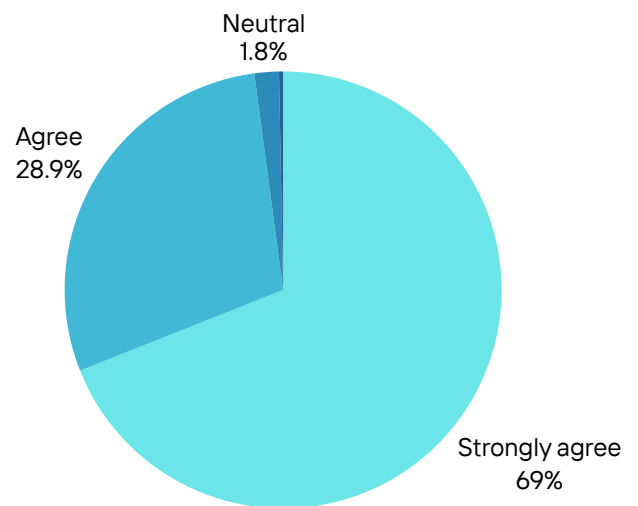
**AFTER THE ICT  
(POST10)**

# INTERCULTURAL COMPETENCY

I AM AWARE OF STEPS I CAN TAKE TO HELP IMPROVE  
NEWCOMER EMPLOYEES' SENSE OF BELONGING WITHIN  
OUR LOCAL COMMUNITY.



**BEFORE THE ICT  
(PRE9)**



**AFTER THE ICT  
(POST11)**

"I will certainly discuss biases with management and staff and ensure that our anti-discriminatory policies are always being upheld. As well as ensuring all employees feel they are welcome to discuss any difficulties they are having in their transition into settling. "

- An employer who participated in the training



# WRITTEN RESPONSES

## HOW WILL YOU IMPLEMENT THE CONCEPTS AND STRATEGIES LEARNED IN THIS COURSE WITHIN YOUR WORKPLACE? (POST15)

**The top three themes that emerged from these comments were:**

**1. Strengthening communication and understanding across cultures:** Participants emphasized adapting communication styles, actively listening, and creating open dialogue to ensure clarity and mutual understanding across diverse teams.

**2. Building cultural awareness and inclusive mindsets:** Many responses reflected a shift toward greater empathy, openness, and respect for cultural differences, with an effort to recognize bias and value diverse perspectives.

**3. Updating organizational practices:** Respondents frequently highlighted plans to formalize inclusion through improved onboarding, revised policies, and ongoing training to better support newcomer employees.

### **Comments from Employers:**

“We will start with **training for managers and key people** in the company, in order to pass on information and best practices to the teams..”

- An employer who participated in the training in Nova Scotia [Translated from French]

“I plan to integrate the concepts from this course into my daily work by continuing to **approach programs, partnerships, and community engagement through an intercultural lens**. I also plan to apply the learning when supporting staff, volunteers, and community partners—especially in encouraging people to reflect on their own cultural norms, including those specific to Newfoundland and Labrador. I find this helps create more empathetic, respectful interactions with newcomers and with one another..”

- An employer who attended the training in Newfoundland and Labradore



# WRITTEN RESPONSES

## HOW MAY YOUR MANAGEMENT PRACTICE CHANGE AFTER THIS COURSE? (POST16)

The top three themes that emerged from these comments were:

1. **Increasing cultural awareness and self-reflection:** Participants report becoming more aware of cultural differences, biases, and perspectives, leading them to approach situations with greater openness, curiosity, and less judgment.

2. **More inclusive, empathetic leadership approach:** Many indicated a shift toward more empathetic, patient, and supportive management styles that prioritize psychological safety, respect, and a sense of belonging for all employees.

3. **Clearer, more intentional communication practices:** Respondents emphasized improving communication by being more explicit, adaptive, and proactive in checking understanding, setting expectations, and encouraging open dialogue.

### Comments from Employers:

"I understand better the causes of cultural shocks; **understanding the other person** better will allow me to **be more open and attentive.**"

- An employer who participated in the training in Nova Scotia [Translated from French]

"My management practice will change by becoming **more culturally aware** and intentional in how I lead people from diverse backgrounds. I will **adapt my communication style** depending on cultural preferences, **be more mindful of non-verbal cues**, and create a more inclusive environment where international employees feel respected and supported. I will also place more emphasis on clear expectations, structured feedback, and **open dialogue** to avoid misunderstandings that may arise from cultural differences.."

- An employer who attended the training in Nova Scotia

# APPENDIX A

## PRE-TRAINING SURVEY QUESTIONS

### SECTION 1 – EMPLOYER PROFILE QUESTIONS

1. Full Name
2. Are you a newcomer, or is this business managed, owned or operated by a newcomer? Please answer for the business you are seeking designation for. - Yes or No
3. Size of Business (Approximate)  
Please answer for the business you are seeking designation for.
  - 1-25
  - 26-100
  - 101-500
  - 500+
4. What sector is your business in?
  - Agriculture / Fisheries
  - Construction
  - Customer Service
  - Education
  - Healthcare
  - Tourism / Hospitality
  - Transportation
  - Other

### SECTION 2 – ICT QUESTIONS

5. To support the integration and inclusion of newcomer employees, my business...
  - offers training programs tailored to newcomers.
  - has a mentorship initiative that assists in onboarding newcomer employees.
  - has diversity and inclusion policies.
  - connects with our local settlement agency/ies.
  - We do not currently have initiatives in place.
  - I hope to get ideas in this training!
  - Other
6. I feel that I have the knowledge and tools to support newcomer employees.  
Strongly agree to Strongly disagree
7. I understand my own cultural values and how they impact my behaviour.  
Strongly agree to Strongly disagree
8. I feel confident in creating a workplace culture that is supportive for newcomer employees.  
Strongly agree to Strongly disagree
9. I am aware of steps I can take to help improve newcomer employees' sense of belonging within our local community.  
Strongly agree to Strongly disagree
10. What aspects of intercultural competency would you like to learn in this training? Please select all that apply.
  - Communication styles
  - Culture shock
  - Diversity, equity, and inclusion
  - How to create an inclusive workplace
  - How values and beliefs affect behaviour and decision-making in the workplace
  - Intersectionality
  - Reducing barriers and improving sense of belonging for newcomer employees
  - Settlement plans and services offered by my local settlement agency
  - Stereotypes
  - The newcomer journey and experience
  - Unconscious bias
  - What is culture?
  - Workplace conflict and bridging cultural differences
  - Other
11. Is there anything else you would like your facilitator to know?
12. Date of the training you will attend



# APPENDIX B

## POST-TRAINING SURVEY QUESTIONS

### COURSE STRUCTURE & FACILITATION

1. The learning outcomes of the course were made clear.  
Strongly agree to Strongly disagree
2. The course materials were useful.  
Strongly agree to Strongly disagree
3. The course instructor(s) effectively organized and facilitated the course.  
Strongly agree to Strongly disagree
4. The course structure allowed me to learn at an appropriate pace.  
Strongly agree to Strongly disagree
5. The instructor provided helpful feedback for my learning.  
Strongly agree to Strongly disagree


### LEARNING OUTCOMES

6. Before taking this course, I felt that I had the knowledge and tools to support my newcomer employees.  
Strongly agree to Strongly disagree
7. After taking this course, I feel that I have the knowledge and tools to support my newcomer employees.  
Strongly agree to Strongly disagree
8. After taking this course, I better understand my own cultural values and how they impact my behaviour.  
Strongly agree to Strongly disagree
9. After taking this course, I have learned new ways of communicating with my newcomer employees.  
Strongly agree to Strongly disagree
10. After taking this course, I feel confident in creating a workplace culture that is supportive for newcomer employees.  
Strongly agree to Strongly disagree
11. After taking this course, I am aware of steps I can take to help improve newcomer employees' sense of belonging within our local community.  
Strongly agree to Strongly disagree
12. I will rethink my perspective on managing people from other cultures.  
Strongly agree to Strongly disagree
13. I will collaborate with a settlement agency in my community.  
Strongly agree to Strongly disagree
14. I will implement new initiatives to bridge cultural differences in my workplace.  
Strongly agree to Strongly disagree
15. How will you implement the concepts and strategies learned in this course within your workplace?
16. How may your management practice change after this course?
17. What other topics and strategies would you be interested in learning about in the future?
18. Please add any other comments that you would like to share. Thank you!

### CERTIFICATE INFORMATION



# GET IN TOUCH

 902-431-3203 #3204

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 [aipsettlementsupport.ca](http://aipsettlementsupport.ca)



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