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**Briefing Note:** For Information

To: Governance and Human Resources Committee

From: Barbara Shulman, Vice President, Human Resources (Interim)
Darragh Meagher, General Counsel & Corporate Secretary

Date: August 16, 2021

Re: Update on the Plan for Workforce Survey

At the June 29, 2021 GCHRC meeting, Management was asked to provide the GCHRC with an update on the planned timing for the Workforce Survey and its content.

As indicated in the HR Division Update provided at the May 25, 2021 GCHRC meeting, the HR division is in the process of developing and implementing a comprehensive equity, diversity and inclusion (“EDI”) strategy. A priority initiative for 2021 is the implementation of a Workforce Survey, which will serve as the mechanism to determine the current representation of employees who are members of equity-deserving groups throughout the organization. The Workforce Survey, which will invite employees to voluntarily disclose how they self-identify, will also seek to gain information from employees on any experiences of discrimination, and perceptions of inclusion. The information will help direct the development of targeted strategies and actions to increase representation of specific under-represented and equity-deserving groups, and to target efforts to address identified challenges.

The outcome of this initial Workforce Survey will provide an important baseline to measure the effectiveness of future actions and initiatives that TCHC will implement as we strive to build a more equitable, diverse and inclusive workforce in all divisions and at all levels of the organization.

The survey is expected to be launched in late September 2021.

The Survey will include questions in the following areas:

- Diversity dimensions (group identification – e.g. ethno/racial, gender and expression, disabilities, sexual orientation, marital status, place of birth, language, religious or spiritual affiliation)
- Experiences of discrimination (e.g. experiences or observations of discrimination, micro-aggressions, etc.)
- Perceptions of inclusion and diversity engagement to assess and evaluate institutional inclusion

It is anticipated that staff will report on the outcome of the survey in Q1 2022.

In the months leading up to the implementation of the survey, activity has included:

- Establishment of an Advisory Group – includes broad representation of staff from various levels and across all divisions of the company
- Establishment of a steering committee – multi-disciplinary group of leaders that receives feedback from Advisory Group and provides direction, guidance, and recommendations into equity, diversity and inclusion actions, activities and priorities
- Creation of an inHouse page to support communications
- Creation of a new process for employee resource group (“ERG”) development and support
- Survey communications plan
- Launch of a diversity and inclusion champion program

It will take time to realize meaningful outcomes from implementation of our fulsome EDI strategy, however the strategy is being implemented with short and long-term action plans to realize change as quickly as possible. In particular, the following changes to the recruitment process are being implemented now, to accelerate our progress towards increasing diversity at all levels of the organization:

- Recruitment Coordinators and hiring managers discuss outreach strategies to increase diversity of any applicant pool;
- Consideration is given to engaging external search firms to ensure broad outreach when filling senior leadership positions;
- Job postings are viewed through an equity lens to ensure they do not pose systemic barriers to applicants;

- Interview tools are assessed to ensure inclusivity and eliminate systemic barriers;
- Ensure that hiring panels reflect diversity; and
- Behavioural competencies that align with TCHC's culture model and embrace diversity are incorporated into interviews and evaluations.