

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON MAY 9, 2017
FROM:	VERONICA MCALEA MAJOR MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER
SUBJECT:	WORKPLACE DIVERSITY AND INCLUSION ACTIVITIES

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services & Chief Human Resources Officer, the following Report **BE RECEIVED** for information purposes.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Various annual updates regarding Workplace Diversity and Inclusion initiatives.

BACKGROUND

This Report highlights activities undertaken by Civic Administration in the last year in support of and related to the Workplace Diversity and Inclusion Plan (hereinafter referred to as the “Plan”).

The Plan (attached hereto as “Appendix A”) was re-launched in May 2014 and was developed having regard to best practice research, in consultation with our employees and with assistance from the London Diversity and Race Relations Advisory Committee. The Plan builds upon the foundation laid by the 2009 Workplace Diversity Plan.

Supported by the Workplace Diversity and Inclusion Committee, the Plan includes actions intended for implementation over several years, with the following areas of focus:

1. Create a more diverse workforce, reflective of our community by:
 - Maintaining proactive and responsive recruitment outreach activities which will attract a diverse population of potential employees to the Corporation.
 - Ensuring recruitment and selection processes and systems are equitable and free from barriers.
2. Foster a more inclusive organizational culture by:
 - Developing employee understanding and skill to help create an inclusive workplace.
 - Creating workplace activities and systems to acknowledge and celebrate the diversity present in our workforce.
 - Ensuring policies, systems, processes and practices are equitable, free from barriers and allow all employees to contribute to their full potential.
 - Establishing structures to support the creation and operation of Employee Resource Groups.

As noted, implementation of the Plan is supported by the Workplace Diversity and Inclusion Committee which was formed in December 2013. The Committee has twelve members, with at

least one employee from each of the Corporation's Service Areas. Additional representatives are present for Service Areas with multiple locations or a significant number of employees. The committee meets monthly with the following role:

- Championing workplace diversity and inclusion by modelling the behaviours associated with an inclusive organizational culture;
- Assisting in the planning and implementation of workplace diversity and inclusion campaigns and activities at the corporate and work group level;
- Actively marketing workplace diversity and inclusion campaigns and activities to promote employee involvement;
- Collecting feedback from employees on workplace diversity and inclusion campaigns and activities and sharing this with the Committee to guide future planning; and
- Monitoring and evaluating the Committee's work to ensure its ongoing effectiveness.

Key accomplishments for this Report period are noted below under each of the Plan's areas of focus.

Workplace Diversity and Inclusion Plan Focus Area 1: Create a more diverse workforce, reflective of our community.

Changing the demographic composition of an organization's workforce is an activity which occurs over time, as employee attrition occurs. While there are benefits associated with low employee turnover, it does present as a challenge for our Corporation in relation to this focus area of the Plan. From 2011-2015, for example, the Corporation's employee turnover rate ranged from 3.8% to 5.15%. Actions under focus area 1 of the Plan work to ensure our recruitment activities attract the widest pool of potential employees to apply for opportunities with the Corporation as they arise and to ensure that our selection processes allows applicants to effectively demonstrate their skills.

1.1 Recruitment Outreach

Over the last year, Civic Administration continued to participate in various recruitment outreach activities, focused on promoting employment with the Corporation to a diverse array of potential new talent, raise awareness of our recruitment process and create transparency. This included:

- London & Middlesex Local Immigration Partnership and London-Middlesex Immigrant Employment Council Source Locally/Hire Globally Employer Forum – to network with business leaders and community organizations to find additional ways to access resources to leverage the immigrant talent pool
- Fanshawe College Career Fair – for current and prospective students to learn about opportunities at the City of London
- Student to Business – for students and recent graduates to speak about opportunities at the City of London and to help them to develop a professional network.
- Goodwill Healthcare Professional Career Fair (twice) – to promote the Dearness Home as a career opportunity
- London & Area Works Job Fair – to promote opportunities at the City of London
- London Home Builders Association Careers in Construction Showcase – to raise awareness about career possibilities in building/construction with The City of London with middle and high school students
- Chippewa of the Thames and Oneida of the Thames – meeting to establish best practices for marketing job opportunities to these communities
- LEAP (Learning, Earning and Parenting) event hosted by YOU (Youth Opportunities Unlimited) – presentation to young mothers on re-entering the workforce
- Fanshawe College Career Fair – promoted job opportunities with the City to graduating students
- DIAAC (Diversity, Inclusion and Anti-Oppression Advisory Committee) – presentation outlining recruitment process and outreach activities, consultation on our community partners outreach list
- College Boreal "Accessing Local and International Bilingual Talent Today and Tomorrow" - best practices sharing event
- Southern Ontario Indigenous Job Fair – promoted job opportunities with the City to

indigenous communities within our region

- Cross Cultural Learner Centre – presentation to new immigrants on our recruitment processes and tips on what Canadian employers are looking for

To ensure opportunities for employment with the Corporation were widely communicated, Civic Administration continued to provide job postings directly to the following community organizations; many of which support people with employability challenges:

- African Canadian Federation of London and Area
- ATN Access Inc.
- Boys and Girls Club
- Brock University
- Canadian Forces
- Canadian Hearing Society
- Chippewas of the Thames
- College Boreal
- Community Employment Choices
- Community Living London
- Daya Counselling
- Employment Sector Council London-Middlesex
- Fanshawe College
- GAIN Employment Centre
- Goodwill Industries
- Hutton House
- Labourers' International Union of North America Local 1059
- LEADS Employment Services
- London Cross Cultural Learner Centre
- London District Catholic School Board
- London Economic Development Corporation
- London Public Library
- London Urban Services Organization
- London Training
- London Unemployment Help Centre
- March of Dimes
- Metis nation
- Middlesex County
- Middlesex County Library
- Ministry of Community & Social Services
- N'Amerind Friendship Centre
- Nokee Kwe
- Oneida First Nation
- Pathways Skills Development
- QUEST Centre Community Initiatives
- Skills Centre
- Small Business Centre
- Strathroy Employment Resource Centre
- Thames Valley District School Board
- United Way
- Western University
- Western Ontario Therapeutic Community Hostel
- WIL Employment Connections
- Workforce Development
- Youth Opportunities Unlimited

1.2 Co-op Placements and Internships

i) Co-ops and Placements

Supporting the integration of young, new talent into our workforce, the Corporation hosted 89 students with co-op and school placements across the organization.

ii) Internships

a. Four Month Placements

Six individuals were hosted under the Corporation's internship program, which is focused toward persons with disabilities, new immigrants and recent post-secondary graduates. The program provides four month's paid work experience within the Corporation under the guidance of a City employee and Human Resources. Participants gain strategies to overcome potential employment barriers, increase job readiness and marketability, as well as access to professional networks and employment references. The internships occurred in the following areas: Planning Services, Service London, Housing, Facilities, City Manager's Office, and the City Clerk's Office. This program has hosted 22 interns since starting in 2013. Follow-up occurred with each intern to determine their employment status and obtain feedback on their experience. While 2 individuals were unable to be reached, 13 reported they are now working, 3 had returned to school and 4 were seeking employment.

b. Twelve Month Placements

The internship program was enhanced to include two additional paid positions; each for a one year period, for foreign trained professionals. The one year internships provide opportunities for foreign trained professionals who require a one year placement as a means of obtaining Canadian accreditation. For 2017, one position has been filled, with the incumbent beginning May 8. The recruitment process for the second position is ongoing.

1.3 Innovative Programs Through Service Areas

Some innovative programs which help support the development of a future talent pool for the Corporation include:

i) Camp FFIT

The Corporation once again supported the operation of Camp FFIT (female firefighters in training) to encourage women to consider a career in fire service. The program is coordinated by a City of London firefighter and supported by staff of Neighbourhood, Children and Fire Services as well as by volunteers inside and outside our organization. This one week program provides 20 women 15-18 years of age first-hand knowledge and exposure to performing the duties of a firefighter.

ii) Leader In Training Program

Each year over 750 London youth participate in the recreation Leader in Training Program. To ensure we are building leadership capacity across all demographics, the City sponsors a “targeted leadership” program each summer providing free training to youth recommended by various service organizations. Service providers recommend youth experiencing cultural, financial and other barriers to participate.

In 2017, the Targeted Leadership program which is delivered by Area Recreation Services staff will expand by means of a Provincial grant supporting a collaboration of service providers supporting training of a diverse youth leadership base. Although the program is based on recreation, the leadership skills are widely transferable. This targeted program, like the City's Leader in Training Program, serves as a recruitment base for staffing our recreation programs. With this expansion to partner with other service providers, this program will also serve as a recruitment base for staffing those organizations.

iii) Leadership Training In Aquatics

Extensive leadership courses are provided through our staff in Aquatics. This training involves approximately 1200 youth in a variety of courses from First Aid, to Lifeguarding and Instructing certification. In addition, approximately 400 residents are trained in First Aid each year. Many of these qualifications are geared to employment from the perspective of First Aid for the workplace and the necessary skills to legally and professionally teach lessons and guard the City's varied facilities. It also provides the Corporation with a recruitment process for staffing.

1.4 Temporary Hiring

2016 marked the beginning of a new four year cycle for summer temporary hiring. Annually over 250 employees are brought on each spring for a variety of temporary occupations. Previously, there was no limitation to the number of years an individual could return to these temporary positions. Beginning in 2016, those hired for unskilled labour positions are now being considered for a maximum of four seasons. This protocol was established to provide wider opportunities for Londoners and support diversity in our employee population.

1.5 Workforce Census

As part of the planned metrics for the Workplace Diversity and Inclusion Plan, the Corporation has undertaken its second workforce census. Last done in 2011, the census lets us know how

the diversity of our workforce compares with that of the community we serve, by examining the data gathered in relation to that collected from the Canada Census. Our data also provides insight to our employee demographics and supports the delivery of responsive human resources services to ensure a welcoming, supportive and inclusive workplace.

All full-time, part-time and casual employees of the Corporation were provided an opportunity to participate in the Census, which was administered in February 2017 by an outside vendor to ensure confidentiality. The Census is currently being provided to our summer temporary employees during their onboarding process to ensure the Corporation has a full snapshot of its entire employee population.

Participation in the Census was voluntary and employees were not asked to provide any identifiable information. This approach was used as a means to garner a high participation rate and more fulsome disclosure of information in order to obtain valid data for the Corporation to work with.

1729 employees participated in the 2017 Census. This represents an overall response rate of 58%. A summary of the aggregate data is attached as "Appendix B". At a high level, the Corporation's work force appears to be fairly representative of our community. Groups we will focus on for our recruitment outreach include new immigrants, indigenous peoples, and racialized persons. Despite our workforce representing a higher percentage of persons with disabilities as compared to the City of London, we will also include this demographic group as a focus of our recruitment outreach activities. Information gained about other demographic groups within our workforce will help us to examine our human resources programs, to ensure we are doing all possible to create a more inclusive workplace. Civic Administration will also work with the Census vendor to further analyse the data and determine next steps of how to use it to support the Workplace Diversity and Inclusion Plan activities.

As the 2014 Workplace Diversity and Inclusion Plan was developed, the Corporation planned to conduct a Workforce Census every five years. With the additional resources now dedicated to this portfolio, Civic Administration is proposing to conduct a Workforce Census every two years. This will provide us with a more frequent snapshot of our employee demographics, while continuing to use the data collection approach which ensures employee confidentiality and fosters greater employee participation.

1.6 Diversity and Inclusion Multi-Year Recruitment Outreach Plan

A Diversity and Inclusion Multi-Year Recruitment Outreach Plan has been developed (attached hereto as "Appendix C"), which will focus on underrepresented demographic groups identified from the Corporation's Workforce Census. The Outreach Plan's first area of focus is to foster relationships with these demographic groups. A member of the Human Resources team will be identified as a primary contact person for each group. Additionally City employees who are members of these demographic groups will be approached to act as Recruitment Outreach Ambassadors. They will help the Human Resources team build knowledge of the demographic group, establish connections in the community and assist with recruitment outreach activities.

The Outreach Plan's second area of focus is to actively communicate employment opportunities at the City of London with each identified group, in a manner aligned with their needs. With the support of the Recruitment Outreach Ambassadors and external contacts, Human Resources will develop an inventory of communication mediums regularly accessed by each demographic group. Additionally, inventories will be developed of regularly occurring events typically attended by the group and resources and supports typically accessed. A bi-annual calendar of activities to market employment opportunities with the Corporation will then be developed using this information. Our existing recruitment outreach materials will be reviewed and as applicable, variations will be designed which are suited to each demographic group.

The Outreach Plan's third area of focus is to respond to feedback from the identified demographic groups, to ensure our recruitment practices are equitable and free from potential barriers they may face. This will occur through informal interactions to address immediate concerns with short-term solutions where possible, and also include a bi-annual survey with representatives from each group and the development of bi-annual plans to address any potential recruitment barrier issues

raised.

Workplace Diversity and Inclusion Plan Focus Area 2: Foster a more inclusive organizational culture.

2.1 Training

i) Workplace Diversity and Inclusion

The Workplace Diversity and Inclusion training program introduces participants to the Workplace Diversity and Inclusion Statement and Plan and provides interactive activities to gain awareness of individual's personal dimensions of diversity and learn how they can contribute to an inclusive workplace.

During the period January 1, 2016 – December 31, 2016, "Workplace Diversity and Inclusion" was delivered to 596 employees over 36 sessions.

ii) "It Starts With Me"

The training program, "It Starts With Me", reviews matters relating to the Workplace Harassment and Discrimination Prevention Policy, the Code of Conduct for Employees, the Workplace Violence Prevention Policy, and the Use of Technology Policy.

The title of this program, "It Starts With Me", emphasizes the need for individuals to take personal responsibility to ensure their behaviours are in accordance with expectations of our policies and a supportive workplace. The program focuses on describing behavioural expectations under the four policies as well as defines harassment, discrimination and workplace violence. Employees discuss the impact of inappropriate behaviours on the individual, the workplace and community as well as learn how to take action when they observe or are subjected to such inappropriate behaviour.

During the period of January 1, 2016 – December 31, 2016, the program was delivered to 534 employees over 35 sessions.

iii) Intercultural Competency

The Workplace Diversity and Inclusion Committee developed its skills, attending intercultural competency training. The Committee utilized this learning and best practice research to establish base content for an intercultural competency training program to be delivered for all City employees. This program will build upon the content delivered in New Employee Orientation and "It Starts With Me", covering concepts which will raise awareness of one's privilege, assumptions and bias and the potential impact they have with co-workers and service delivery. It will provide employees with tools to ensure they are contributing to an inclusive workplace and delivering services using an equity lens. The training program will also highlight information on indigenous peoples, responding to the training recommendation from the Truth and Reconciliation Report. Consultations have occurred with representatives from the London area indigenous community regarding this content as follows:

- Information on history of the First Nations in our region as well as the Treaties that shaped the settlement in London and surrounding area.
- Worldview of each First Nation and some awareness regarding specific cultural practices, as each First Nation has a unique culture.
- The Legacy of residential schools on the members of the communities; those who attended, and those who carry the intergenerational impact of this trauma.
- Resilience of the communities, and focus on dialogues with youth to help shape a stronger Region for all.

This content for this training will be developed by the First Nations, with support from Human Resources staff.

2.2 Diversity and Inclusion Calendar

Civic Administration continued to maintain a Diversity and Inclusion electronic calendar on the Corporation's intranet (attached hereto as "Appendix D"). Launched in fall 2015, this interactive and educational tool includes a comprehensive list of days of significance along with explanation of the meaning behind them. Events which may have scheduling considerations are highlighted, to help ensure the planning of employee or community events take cultural practices into consideration. In addition, London specific community events are listed, with the intent to encourage employee awareness and participation. Paper copies of the calendar were provided to areas where employees do not have online access.

2.3 Awareness Campaigns

Corporate screensavers featuring employees from across the organization were used for an awareness campaign to highlight key principles of our approach to workplace diversity and inclusion and conceptual information. They also promoted our Employee Resource Groups (ERGs) and Diversity and Inclusion Calendar. Samples are attached as "Appendix E".

Members of our Workplace Diversity and Inclusion Committee and ERGs operated information booths at the Corporation's Employee Update Event, which was attended by nearly 1500 employees. Interactive activities engaged employees to learn about our ERGs, as well as provide conceptual information related to our approach with Workplace Diversity and Inclusion.

2.4 Workplace Diversity and Inclusion Web Pages

The launch of the Corporation's new intranet, enabled the creation of an enhanced web presence for information on Workplace Diversity and Inclusion. In addition, a new Resources section offers an ever-evolving library of diversity and inclusion tools and resources for employees to easily access, such as websites, videos, articles, infographics and reports on a variety of topics. Examples include:

- an Accessible Events Guide,
- Disabilities Language Guide,
- Aboriginal People's Guide To Terminology,
- Tips For Working With Multiple Generations,
- Privilege Awareness Quiz,
- Inclusion Self-Assessment,
- LGBT+ Glossary,
- Bias Free Hiring Guide, and
- Tips For Working With Introverts vs. Extroverts.

2.5 Employee Resource Groups

Infrastructure to support the creation and operation of ERGs was maintained, with employees invited to submit proposals for new groups. ERGs are formal connecting structures for employees who share a common diversity dimension and their allies. Members act as supports to each other and as a resource to the Corporation. Over the last year, support was provided to the Corporation's three ERGs to establish their names, operational parameters and activity focus as described below.

- i) Our "**UPI**" **ERG** supports women in gender minority occupations, to help them feel empowered, through sharing of resources, experiences, education and networking. The group is chaired by an employee from our Sewer Operations area and has Bill Coxhead as a Senior Leader Champion. The group hosted a lunch and learn event March 8, 2017 which coincided with International Women's Day. The session featured successful women in gender minority occupations sharing their experiences, as well as an opportunity for networking. The event sold out, with 70 employees attending.
- ii) Our "**U5**" **ERG** helps employees with under five years' service be successful in the Corporation, through networking, navigating the organization and career guidance.

The group is chaired by an employee from our Roads & Transportation area and has John Fleming as a Senior Leader Champion. In 2016, the group conducted a review of the Corporation's new employee orientation and onboarding activities, providing recommendations to the Human Resources Division for enhancements. In addition, the group had internal speakers share information about career development. The group hosted a networking event in April with 65 employees attending to obtain more information about the group and share their feedback to guide its future activities.

- iii) Our **"PRISM" ERG** supports LGBT+ employees to bring their whole selves to work through networking, education and events. This group is chaired by an employee from our Human Resources area and has George Kotsifas as a Senior Leader Champion. To support its work planning, PRISM completed the Pride At Work Canada LGBT Inclusion Index. This tool helps organizations examine their policies and practices to ensure a welcoming environment for LGBT+ employees. For example, conduct policies, benefits coverage, policy language, employee resource groups, diversity training and community engagement.

Upon request of staff from the Corporation's Facilities Division, PRISM also provided feedback on proposed signage for new washrooms, to ensure they follow best practice for gender inclusion.

PRISM also supported the Corporation's fourth participation in the London Pride Festival parade. Over ninety people, including employees, their families and members of Council marched with our energetic float which featured people dressed as a construction crew; highlighting the City's mission, specifically the element of "building a better City for all".

PRISM prompted employees across the Corporation to wear pink on April 12, the International Day of Pink, to celebrate diversity and raise awareness to stop homophobia, transphobia, transmisogyny and all forms of bullying. Photos were submitted from many teams across the organization who participated.

2.6 Positive Space Program

Fourteen members of PRISM, the Workplace Diversity and Inclusion Committee and the Recreation Services Gender Identity and Expression Working Group completed training to become "Positive Space Program" Facilitators. Positive Space is a training program which helps contribute to an inclusive workplace for LGBT+ employees. It provides participants with information on terminology and concepts within the LGBT+ community, how to be an ally and guidance on supporting LGBT+ employees in various scenarios. Participants who complete the training become "Positive Space Champions" and receive signage to display in their work area, to demonstrate it is a "positive space" for LGBT+ employees and an invitation to seek support. This is of particular relevance to those who are questioning, considering "coming out" and transitioning gender.

The PRISM group is currently refining the Positive Space Program training to be delivered to employees interested to become Champions. This training will be offered several times each year, in hopes to build a large number of Positive Space Champions throughout the organization. PRISM sourced a comprehensive, yet practical LGBT+ Inclusion Pocket Guide ("Appendix F") and provided this to all members of the Senior Leadership Team, Operations Management Team and Workplace Diversity and Inclusion Committee. It will be provided to participants of the Positive Space training program once it is deployed and available to others upon request.

2.7 Gender Equity Lens

A Gender Equity Lens Toolkit (including portions attached hereto as "Appendix G") has been developed for the Corporation for use during the development and implementation of new policies. The tool focuses on supporting equity for women, utilizing an intersectional approach through considering other dimensions of diversity, such as race, ability, age, immigration status, family status and gender identity. Inclusion of these factors ensures the tool addresses equity in a holistic and comprehensive manner. The lens will help improve the experience of the Corporation's

employees as well as enhance the delivery of services to the public. The tool will be reviewed with the Diversity, Inclusivity and Anti-Oppression Advisory Committee. Training on how to use the tool will be provided to applicable employees later this year.

2.8 Workplace Mental Health Strategy

The Corporation developed a Workplace Mental Health Strategy (“Appendix H”) in 2016, launched at the fall Employee Update Event. Under the tagline “Stop The Silence,” the Strategy has the following areas of focus:

1. Foster a supportive workplace culture where there is no stigma associated with mental health
2. Provide proactive and responsive supports to help employees maintain and improve their mental health
3. Ensure the Strategy meets the needs of employees

Actions from the Strategy delivered thus far include:

- Keynote speaker to nearly 1500 employees at the Employee Update Event, to raise awareness of mental health and stigma
- Training for 170 managers, giving them knowledge and tools to support employees with mental health concerns
- Training for 560 employees to assist them with early identification and seeking support
- Awareness campaigns aimed at eliminating stigma, fostering empathy and knowledge of available supports
- Mental Health Information in employee newsletters
- Web tool developed for employees to access information, supports and resources
- Training provided to Emergency Response Service employees focused on their mental health risks specific to their work.
- Incorporated mental health risks into Continuous Improvement Program
- Review of supports and services available to employees
- Development of a Post-Traumatic Stress Disorder Prevention Plan for Fire Services employees

2.9 Quiet Rooms and Celebration Spaces

Work is underway to establish Quiet Rooms in some of the Corporation’s work locations; Citi Plaza being the first to allocate a space. These rooms provide an inclusive and comfortable space for all employees to use for spiritual and emotional well-being. They may be used for prayer, reflection, meditation, contemplation and stress management.

Consultations have also begun to establish Celebration Spaces at some City facilities, to mark cultural celebrations and other days of international recognition. These small display areas will house ever changing decorations and symbolic items providing tribute to and information on various cultural, religious and spiritual events of significance to our community.

Alliances and Partnerships

- i) Diversity, Inclusion and Anti-Oppression Advisory Committee

Human Resources staff continued to be a resource member of the Diversity, Inclusion and Anti-Oppression Advisory Committee (previously named London Diversity and Race Relations Advisory Committee) and its Policy & Planning sub-committee. Along with subject matter expertise guidance, operational assistance was provided for the committee’s initiatives, including project management for the London Diversity, Race Relations and Inclusivity Award. Additionally, they served as a member of the organizing committee for the City’s Community Diversity and Inclusion Strategy and Immigration Strategy, providing logistical assistance and subject matter expertise.

- ii) Recreation Services Gender Identity and Expression Working Group

A member of the Workplace Diversity and Inclusion Committee and PRISM ERG participated as members of the Recreation Services Gender Identity and Expression Working Group which was formed in late 2015 within Parks & Recreation and Neighbourhood, Children & Fire Services. The purpose of this working group is to assess and provide recommendations relating to City of London recreation programs and facilities, with attention to barriers that London's LGBT+ community (specifically gender-variant and transgender populations) encounter when accessing and participating in municipal recreation opportunities. The group hosted a full day workshop for parks and recreation professionals across Ontario, in which PRISM members provided assistance with facilitation activities.

iii) Ability First Coalition

The Corporation continued to be represented by an Executive member on the Ability First Coalition; a not-for-profit organization which brings together employers to share best practices and experiences related to hiring and retaining persons with disabilities. The group continued to provide presentations to community groups to raise awareness, showcase employer success stories on their website and hosted its annual Ability First Champions Awards ceremony.

iv) Pride At Work Canada

The Corporation continued to be a Pride At Work Canada Partner; having been the first municipality in Canada to do so. This organization provides resources, supports and networking to employers aimed to improve the climate of inclusiveness for LGBT+ employees in the workplace, thus helping the Corporation to attract and retain employees from this demographic and foster a safe environment for those who are questioning, or who choose to come out or transition in the workplace.

v) External Presentations

Human Resources staff have had involvement with the following events related to diversity and inclusion:

- Metropolis Conference, March 2017 – presentation on “Community Responses to Racism” by Saleha Khan
- Taking It Local: An Update On Human Rights Conference, May 2017 – the Corporation is co-hosting with the Ontario Human Rights Commission
- LGBT+ Basics, May 2017 – workshop for London Transit Commission Diversity Committee by Aidan Prince
- Diversity in Communities, Organizations and Nations Conference, July 2017 – presentation on “The City of London's Response to Racism and Oppression” by Saleha Khan

Metrics

The Workplace Diversity and Inclusion Plan identified several sources of information to help measure the outputs and impact of its actions. The measurements currently used were selected from best practice research, primarily from the Canadian Centre for Diversity and Inclusion (CCDI) report “What Gets Measured Gets Done: Measuring the Return on Investment of Diversity and Inclusion”. This 2013 research report presented a cross-sector overview of what Canadian employers were doing to measure diversity and inclusion, and human and equity initiatives within their organizations. The CCDI is a national non-profit organization that is quickly becoming the trusted advisor for all issues related to Diversity and Inclusion, and Human Rights and Equity within Canada's workplaces. The CCDI helps employers, business leaders, human resources and diversity and inclusion practitioners effectively address the full picture of diversity within the workplace by providing innovative and proven strategies, research, tools, and educational supports with the goal of helping improve the overall inclusivity of the Canadian workforce.

The CCDI has identified seven standard measures of inclusion:

- Demographic representation of workforce

- Recruitment, promotion and turnover statistics
- Employee engagement scores
- Diversity-related or inclusiveness questions on employee surveys
- Human rights, harassment, or discrimination complaint statistics
- Participation in training on diversity and inclusion, human rights and equity
- Participation in Employee Resource Groups

Civic Administration tracks all of these recommended standard measurements in one form or another. Additionally, Civic Administration conducted an environmental scan of other municipalities as to their workplace diversity and inclusion activities and what metrics they were using. From the responses we received, we learned that most municipalities were in the very early stages of establishing formal efforts toward workplace diversity and inclusion and that many had no formal programs or metrics currently in place.

Below are highlights of metrics captured for this reporting period, grouped by the Focus Area they are connected to.

Focus Area 1: Create a more diverse workforce, reflective of our community

Metric	Information
Statistics on recruitment outreach activities	<ul style="list-style-type: none"> • Attendance at 13 formal recruitment outreach events • Ongoing sharing of job postings with 45 community agencies • Hosted 89 student placements • Hosted 6 paid internships • 1 position filled for new one year foreign trained internship program, 2nd position currently being recruited • 20 participants in the Camp FFIT program
Statistics on employee demographics from Workforce Census	<ul style="list-style-type: none"> • 1729 employees participated in the voluntary Census • A summary of the aggregate data is attached as "Appendix B". • At a high level, the Corporation's work force appears to be fairly representative of our community with many demographic areas. Groups we will want to continue to focus on for our recruitment outreach include new immigrants, indigenous peoples, racialized persons and persons with disabilities.

Focus Area 2: Foster a more inclusive organizational culture

Metric	Information
Feedback from questions related to an inclusive workplace in employee engagement surveys	<ul style="list-style-type: none"> • 2014 Employee Engagement Survey in which 71% of employees participated • 78% of respondents strongly agreed or agreed to "We have a work environment that is open and accepts individual differences (e.g. gender, race, ethnicity, sexual orientation, religion, age)" • 64% of respondents strongly agreed or agreed to "I feel this organization values diversity" • 76% of respondents strongly agreed or agreed to "My co-workers respect my thoughts and feelings" • Further details outlined in "Appendix I"
Statistics on investigations related to human rights	<ul style="list-style-type: none"> • 596 employees received "Introduction to Workplace Diversity and Inclusion" and workplace conduct policy training • 170 managers and 560 employees received workplace mental health training • Under the Workplace Harassment and Discrimination Prevention Policy 4 policy based

	<p>inquiries were completed and 4 policy based formal complaints were completed</p> <ul style="list-style-type: none"> • Under the Code of Conduct for Employees 26 inquiries were completed, 13 informal complaints were conducted and 26 policy based formal investigation were completed with an additional three initiated and ongoing
Statistics on workplace accommodations related to inclusive workplace	<ul style="list-style-type: none"> • Approximate number of accommodations in 2016 which required Human Resources involvement:
Activities of Employee Resource Groups	<ul style="list-style-type: none"> • 53 Employee Resources Group members • U5 – analysis of and recommendations to enhance corporate onboarding process, career guidance info sharing, networking event • UP! – hosted lunch & learn • PRISM – LGBT Inclusion Index, Pride parade, washroom signage consultation, planning of Positive Space program, Wear Pink Day • All ERGs have senior leader champions
Statistics on participation with activities which celebrate or inform on diversity items	<ul style="list-style-type: none"> • 85 participants for screensaver awareness campaign • 84 participants in Corporation's Pride Parade group • 78 participants in Workforce Census poster campaign • 81 items added to the Diversity and Inclusion Resources section on Team London • 65 participants in the UP! ERG lunch and learn • 74 participants in the U5 networking event • 83 participant photo submissions for Wear Pink Day • 1729 employees participated in Workforce Census • 596 employees received "Introduction to Workplace Diversity and Inclusion" and workplace conduct policy training

In the coming years, the above metrics will continue to be used, as well as others identified in the Plan, as data is available. We will continue to keep abreast of best practices and seek out additional meaningful ways to measure the impact of this work. For example, The Corporation has participated in the 2017 Diversity & Inclusion Benchmarking Survey by The Conference Board of Canada. This is a national survey that examines the diversity-related investments, policies and practices in Canadian organizations. We look forward to receiving the report's results to assess our activities and progress against other Canadian organizations and to explore additional metrics we can use.

It is anticipated the following metrics will also be added to our reporting repertoire:

- Number of visits to the Diversity and Inclusion online calendar
- Number of visits to the Diversity and Inclusion Resources
- Feedback from questions related to an inclusive workplace in exit interviews
- Feedback from evaluation forms at training sessions related to workplace diversity and inclusion
- Conference Board of Canada Diversity & Inclusion Benchmarking Survey results

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