



## Embrace Diversity: The TTC's 10-Point Action Plan and Five-Year Diversity and Human Rights Plan

**Date:** December 15, 2020

**To:** TTC Board

**From:** Chief Diversity and Culture Officer

### Summary

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The TTC recognizes the importance of taking action to be responsive and reflective of the communities it serves as well as to provide positive workplaces that value and support the full participation of all employees. The TTC has made some achievements in diversity and inclusion, however overall progress has been slow.

As of 2019, TTC employee demographic data shows that 15.9 % of TTC employees identify as women, 40.8% of employees identify as racialized, 0.9% identify as Indigenous and 1.2% identify as having a disability. With a 2019 Toronto/Ontario census benchmark of 48.7%, 48.8%, 0.8% and 9.6% respectively, the TTC needs to make significant strides in order to be representative of the city it serves.

To do so, while acknowledging a history of systemic racism and bias, the TTC must focus on implementing targeted initiatives to create an organizational culture of inclusiveness, respect and dignity that is free from harassment or discrimination. This includes having a workforce that is representative of the diversity found within the City of Toronto.

In order to advance its objectives around diversity and inclusion, the TTC has developed 10 items for immediate action through a 10-Point Action Plan.

In order for the 10-Point Action Plan to be successful, these actions will require appropriate staffing and resourcing, planning, assigned accountability, and the development of realistic timelines to ensure sustainable change. The TTC will work with Arleen Huggins from Koskie Minsky LLP, to ensure that all actions identified are achievable and that appropriate outcome measures are in place for future reporting to the TTC Board.

The 10 action items are:

1. Structure for Success by aligning workplace relationships to reflect diversity and inclusion as top priorities
2. Appoint a Third Party Advisor to review and assess existing practices
3. Third Party Review of Data in several key areas

4. Recruit women and diversity into Transit Operations with women representing at least four in every 10 new hires commencing in 2021
5. Refocus outreach and recruitment strategies
6. Review Communications with a Diversity and Inclusion Lens
7. Organizational Training, including front-line training
8. Establish a procurement policy grounded in equity and diversity
9. Revenue Protection and Special Constable Services to report to the Chief Strategy and Customer Officer
10. Learn from International Best Practice and develop strategic partnerships

A broader Five-Year Diversity and Human Rights (DHR) Plan, Embrace Diversity, identifies the TTC's long-term objectives towards building a more diverse and inclusive organization.

As well, in 2019, the TTC committed to a system wide Anti-Racism Strategy. The strategy aims to identify, prevent and address all forms of racism in the workplace and in the delivery of services to customers, while also building trust with Black, Indigenous and racialized communities. To ensure alignment with the 10-Point Action Plan, anti-racism initiatives have been embedded in the 10 actions.

## **Recommendations**

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It is recommended that the TTC Board:

1. Request staff to report back on a semi-annual basis on progress to advance TTC's diversity and inclusion initiatives.
2. Request staff to forward this report to the City of Toronto's Confronting Anti-Black Racism Unit, Indigenous Affairs Office and the Ombudsman Toronto.

## **Financial Summary**

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The 2020 Operating Budget, approved by the TTC Board on December 16, 2019 and City Council on February 19, 2020 included a new investment of \$1.8 million to support the implementation of an anti-racism strategy and a further \$1 million for the Fare Inspector and Special Constable (FISC) Complaints Office.

In addition, the proposed 2021 Operating Budget, which will be considered by the Board on December 21, 2020 will include a request for additional funding of \$1.0 million and five positions to advance the initiatives noted in this report. This includes three positions which were included as part of the 2021 budget outlook, in the 2020 Operating Budget report.

The five new positions are:

- An Indigenous Consultant to support the roll out of anti-Indigenous racism training and assist with work to remove barriers in employment and the delivery of services to customers.

- A Racial Equity Education and Training Consultant to support the development and delivery of ongoing anti-racism training initiatives at the TTC.
- A Racial Equity Customer and Employee Engagement Consultant to advance employee and public consultations including the development of the TTC's Customer Racial Equity Advisory Committee and Employee Racial Equity Advisory Committee.
- An Accessibility Consultant to support the TTC's efforts to build greater representation of people with disabilities at the TTC and to remove barriers.
- A Human Rights Policy Business Partner to support work with TTC Departments on implementation of human rights policy and training initiatives.

Combined based and new funding will also support the provision of corporate wide training, data collection and analysis, the racial equity impact assessment and public and employee consultations.

The Interim Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## **Decision History**

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The TTC's Corporate Plan underscores the TTC's commitment to promoting greater diversity and inclusion in the workplace and in the delivery of services to customers.

The 10-Point Action Plan highlighted in this report, broader Five-Year DHR Plan, Embrace Diversity, and TTC's Anti-Racism Strategy further this commitment.

Previous updates on TTC's diversity and human rights achievements are linked below:

[http://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2015/September 28/Reports/2014 Annual Human Rights Report.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2015/September%2028/Reports/2014%20Annual%20Human%20Rights%20Report.pdf)

[http://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2015/October 28/Reports/2014 Annual Report on Diversity and Human Rights Achievement.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2015/October%2028/Reports/2014%20Annual%20Report%20on%20Diversity%20and%20Human%20Rights%20Achievement.pdf)

[http://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2016/December 20/Reports/21 2015 Annual Report on Diversity and Human Rights Achievem.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2016/December%2020/Reports/21%202015%20Annual%20Report%20on%20Diversity%20and%20Human%20Rights%20Achievem.pdf)

[http://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2017/December 11/Reports/9 Diversity and Human Rights Achievements Update Decision.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2017/December%2011/Reports/9%20Diversity%20and%20Human%20Rights%20Achievements%20Update%20Decision.pdf)

## **Issue Background**

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Diversity and human rights are not only fundamental values of Canadian society, but are business imperatives for the TTC. The TTC is dedicated to ensuring that the full range of unique characteristics and differences of employees as well as customers are

valued and supported, and that full participation in employment and services is facilitated for all. The TTC is also committed to providing its employees and customers with work and service environments that are free from harassment and discrimination.

In order to achieve this, the TTC launched its first Diversity and Inclusion Two-Year Plan in 2015 with a focus on educating employees, and the organization more broadly. Following the implementation of the two-year plan, which included diversity and inclusion training across the organization, the development of the TTC's Diversity and Inclusion Lens and Toolkit and Diversity and Inclusion policy, the TTC worked to develop the next multi-year diversity, inclusion and human rights strategic plan to identify key initiatives and programs that would build upon the accomplishments achieved from the initial two-year plan.

In 2019, the TTC also committed to a system wide Anti-Racism Strategy.

The TTC will take a more achievable and planned approach by focusing on key actions while it works toward its more long-term objectives.

The collection of workforce demographic data (See Attachment B) and human rights complaint data (See Attachment C) has allowed the TTC to identify areas of underrepresentation within the organization. It also identified a need for more regular training for all employees to increase knowledge and understanding of diversity, inclusion, accessibility, human rights and anti-racism. This data has helped to inform many of the initiatives under the 10-Point Action Plan, the Five-Year DHR Plan, Embrace Diversity and the TTC's Anti-Racism Strategy. Together with outcome measures identified with Arleen Huggins, this data will help the TTC measure its progress in advancing greater diversity and inclusion.

## **Equity/Accessibility Matters**

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The TTC is committed to promoting and supporting diversity and inclusion and to remove barriers in all corporate policies, procedures, processes, programs and services in order to reflect and respond to the needs of employees, contractors and customers.

Embrace Diversity, the Five-Year DHR Plan, the 10-Point Action Plan, and the TTC's Anti-Racism Strategy, seek to further strengthen and embed the aforementioned goals. Informed by demographic data, human rights complaint data, and feedback from diverse employees and customers, which has identified inequities and barriers, these actions and initiatives are intended to have a positive impact and remove barriers in employment and in the delivery of services to TTC customers.

## **Comments**

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The TTC acknowledges that there is a lot more work to do to progress diversity, equity, anti-racism and inclusion initiatives. This work includes developing short and long term initiatives to give the TTC the ability to make meaningful culture changes. The summary below provides information on two plans that the TTC is undertaking to promote greater diversity and inclusion.

The ultimate goal of these plans is to positively impact TTC employees and customers by creating a more diverse and inclusive organization. These plans have been created in consultation with a diverse group of TTC employees and with the use of the diversity and inclusion lens and include:

- More training on diversity and human rights;
- The hiring of more women;
- More outreach about employment opportunities into historically underrepresented communities; and
- Greater data informed decision making from improved tools to collect anonymous demographic data collection from job applicants and amongst employees.

Timelines noted are preliminary and the TTC will work with Arleen Huggins to ensure that what has been identified is achievable and realistic. Outcome measures and associated work plans will also be developed to track progress and to ensure that the goals of these plans are realized.

## **10-Point Action Plan**

The 10-Point Action Plan is the tool through which the TTC will make decisions to begin to drive change within the organization. To ensure alignment between plans, anti-racism initiatives have also been embedded within the 10 actions noted below.

### Action 1: Structure for success by aligning workplace relationships to reflect diversity and inclusion as top priorities

In September 2020, the TTC created the position of Chief Diversity & Culture Officer. The role is part of the executive team and a key function is to ensure that diversity and inclusion remain top priorities for the TTC. Recruitment efforts have commenced with an external search firm and the first round of interviews will begin in early December.

*Target Date for Completion: Q1 2021*

The newly formed Diversity and Culture Group encompasses the following departments:

- Human Rights and Investigations
- Diversity
- Talent Management

This critical alignment ensures the end-to-end accountability of developing, leading, reviewing, implementing and managing all policy, programs and practices addressing racism, anti-Black racism, diversity and inclusion, as well as recruitment and outreach.

Reporting into the new role of Director - Diversity, recruitment is currently under way for seven vacancies for the Diversity department, which includes the TTC's new Racial Equity Unit. Staffed with anti-racism policy, training, and consultation experts, this team will lead the TTC's work to advance its Anti-Racism Strategy and the adoption of the Toronto Action Plan to Confront Anti-Black Racism. The recruitment of this staff with diversity, inclusion and anti-racism subject matter expertise is critical to ensuring

success of, and the timely delivery of TTC's anti-racism, diversity and inclusion initiatives.

### Action 2: Appoint a third party advisor to review and assess existing practices

Arleen Huggins, partner at Koskie Minsky LLP and head of the firm's Employment Law Group, was engaged to work directly with the CEO and deliver a scorecard for the TTC. This scorecard is included on the December TTC Board agenda. The scope of Arleen Huggins work will be to review and advise on the TTC's Anti-Racism Strategy and Implementation plan. She will also assess whether the TTC has allocated sufficient resources to move forward with this work including the capacity, mandate and structure of the newly created Diversity & Culture Group. Arleen Huggins will also assist the TTC in several other areas including:

- identifying barriers for racialized and Black individuals in the TTC's outreach and recruitment process as well as the hiring and promotion of diverse candidates; and
- reviewing the mandate of the new Fare Inspector and Special Constable (FISC) Complaints Office (which recruitment for four vacancies is currently underway) and the proposed public complaints procedures with respect to Fare Inspectors and Special Constables.

*Target Date for Completion: Interim Scorecard - December 2020*

### Action 3: Third party review of data in several key areas

The TTC has retained Dr. Scot Wortley and Dr. Akwasi Owusu-Bempah to conduct a review of historical race based data collected by Fare Inspectors and Special Constables. Their review includes recommendations for the future collection of data by Revenue Protection and Special Constable employees, and associated policy recommendations for the identification and monitoring of systemic racism. The findings of their phase one review will undergo consultation with Arleen Huggins, the Ombudsman Toronto, the Confronting Anti-Black Racism (CABR) Unit, City of Toronto Indigenous Affairs Office, Ontario Human Rights Commission (OHRC) and Information and Privacy Commissioner (IPC) and will be provided to the TTC Board in February 2021.

*Target Date for Completion: Q1 2021, Phase Two: Q 3-4 2021*

Along with this work, the TTC has also been conducting reviews in several other areas. In employment, the TTC has been receiving reports of demographic data collected from employees through its contract with Urban Dimensions Group ("UDG"). These reports provide the TTC with an analysis of employee demographics for four employment equity groups: women, people who identify as racialized, people with disabilities, and people who identify as Indigenous. In January 2020, these categories were updated in accordance with the Data Standards for the Identification and Monitoring of Systemic Racism.

In 2020, the Talent Management Department began collecting demographic data from job applicants. Doing this allows the TTC to measure the effectiveness of its outreach

initiatives to diverse communities. Comparing applicant data with employee after hire data will also allow the TTC to identify any barriers in its recruitment process.

*Target Date for Completion: Key performance indicators for the analysis of applicant data available Q4 2021.*

Action 4: Recruit women and diversity into Transit Operations with women representing at least four in every 10 new hires

Today, 57 per cent of the TTC's ridership are women along with 52 per cent of Toronto's population. In contrast, only 15.9 % per cent of the TTC's workforce identify as women. To begin righting this, the TTC has made a public commitment to work toward having at least four of every 10 new operators hired be those who identify as women starting in 2021, as well as a commitment to continuously increase the representation of women in the trades areas. This commitment is critical as the TTC would like its employee base to be reflective not only of its customers but also of the great city it serves.

*Target Date for Completion: In conjunction with the first round of hiring for Transit Operators in 2021*

The TTC will complete a thorough review of recruitment processes and employment policies to identify and to remove any barriers. In addition, TTC's Talent Management Department will be working with each TTC Chief individually to further emphasize the importance of bringing the TTC's Diversity and Inclusion Lens to hiring. This will include reviewing existing selection and ranking processes, ongoing training on updated processes as well as sharing of best practice and lessons learned.

*Target Date for Completion: Commenced and ongoing*

Further, work will continue to review all job postings to ensure language is barrier free and inclusive, updating the pre-screening question library, and ensuring all education and experience requirements listed in job postings are reflective of the true requirements of performing a job and do not create unintended barriers.

*Target for Completion: Commenced and ongoing*

The TTC will also focus on modernizing their brand as an employer through a number of ways including education events, digital communications, various publications. The objective of this work is to promote the TTC as an employer of choice for women and other underrepresented groups as they apply for positions.

*Target Date for Completion: Commenced and ongoing*

Further, the TTC will conduct an audit of the employee built environment for inclusive and accessible design to remove barriers for diverse groups, including women. The 2021 TTC budget will support this objective to support this audit.

*Target Date for Completion: Commencing 2021*

## Action 5: Refocus outreach and recruitment strategies

The TTC will complete a thorough review of all its current outreach and recruitment strategies in order to begin assigning key performance indicators (KPI's) for measuring the effectiveness of the various strategies. The TTC will develop and introduce new tactics and tools to attract diverse and skilled candidates.

*Target Date for Completion: Commenced with first KPIs for voluntary self-reported applicant demographic data, diversity demographic data of employees (once hired) and for the number of women in Transit Operations, Trades and Maintenance will be available Q4 2021*

The TTC will continue expanding its current stakeholder engagement to grow its partnerships with community groups that service priority neighborhoods and under-represented communities. Over 60 community organizations to date have been engaged, including:

- City of Toronto Youth Employment Program
- ACCES Employment
- VPI Working Solutions
- YWCA
- Toronto Community Housing
- Newcomer Women's Services
- Times Change
- Women's Employment Services
- Tropicana Community Services
- Miziwe Biik
- Next Steps Employment Services
- Skills for Change

These organizations all worked with the TTC on events such as the TTC Connects: Women as Transit Operators virtual information sessions which were held on November 24 and December 10. With more than 3000 registrants at the November session and approximately 1500 attendees, TTC staff responded to over 70 questions during the event. These events were also shared with the City of Toronto Confronting Anti-Black Racism Unit and the City's Indigenous Affairs Office.

In 2019 and 2020 the TTC continued its participation with Dolphin Digital Technologies, a disabilities mentoring program, to better understand the experience of persons with disabilities, provide networking opportunities and to help job seekers enhance their job readiness skills.

To further leverage outreach opportunities during the pandemic, the TTC will pivot to hosting more virtual information sessions and recruitment drives. The TTC will also expand its partnerships with educational institutions to develop a robust talent pipeline, to support an increased supply of students and new graduates to the organization. The TTC will continue partnering with schools to increase the number of co-op placements, apprenticeships and other hands on learning opportunities for students.

A list of the TTC's upcoming outreach and recruitment activities are included in Attachment D.

#### Action 6: Review Communications with a Diversity and Inclusion lens

To support the TTC's efforts on creating a more diverse workforce, all communications material related to outreach and recruitment will be reviewed through the TTC's Diversity & Inclusion Lens and updated accordingly. Material for new hires will also be revised by providing additional information on how to navigate the TTC. It is critical that the TTC's communication materials reflect the diversity of the City of Toronto and individuals from underrepresented groups are able to see themselves reflected in this materials.

*Target Date for Completion: Q2 2021*

Further, the TTC will develop an internal communications campaign with staff to ensure that the work reflected in this Plan is communicated across the organization. In particular, opportunities for career development will be highlighted, including various training opportunities available to employees. The tone of the campaign will be similar to updated material for new hires in that it will be focused on providing additional information on how to navigate the various benefits at the TTC.

*Target Date for Completion: Ongoing with updates on a regular basis*

The CEO will be featured prominently in the updated communications material and also in communicating the Plan internally and with external audiences. Diversity and Inclusion are key priorities for the TTC and the CEO's involvement in communications is critical in reinforcing this.

In order to advance this Action, the TTC has also proactively sent out social media updates about events such as International Women's Day and continued to build awareness with employees through internal communications channels, by promoting the following:

- Indigenous History Month – the TTC launched an Indigenous inclusive language and land acknowledgement awareness campaign
- Emancipation Month - A series of employee communication were launched during Emancipation Month on:
  - The meaning of Emancipation Month and Emancipation Day
  - TTC's continued collaboration with a Different Booklist Cultural Centre. The Emancipation Day Underground Freedom Train Ride Committee virtually hosted the eighth annual midnight Underground Freedom Train Ride, commemorating Emancipation Day on August 1.
  - The founders of Toronto's first cab company (Lucie & Thornton Blackburn)
- Education on anti-Black racism and the TTC's work to address anti-Black racism through the adoption of the Toronto Action Plan to Confront Anti-Black Racism
- COMTO Toronto & Region's video outlining its commitment to addressing anti-Black racism.

- Preparation of the TTC's annual desktop calendar of cultural and religious days of significance, to raise awareness and promote inclusion.

#### Action 7: Organizational Training, including front-line training

The TTC currently provides diversity, inclusion, accessibility and human rights training to employees. In 2019, the TTC also began the roll out of its addressing anti-Black racism training. While this training continues, the TTC has struck an internal working group comprised of staff from the TTC's Diversity, Human Rights and Investigations, Operations, and Training Departments. This group, in consultation with external experts, and based on an analysis of best practices, data and employee feedback, is working to audit the TTC's existing training offerings in an effort to build greater diversity, inclusion, accessibility and human rights competencies. The training will enhance certain key diversity, inclusion and human rights areas in 2021, including workplace sexual harassment, LGBTQ+ awareness, disability awareness and accessibility training, anti-racism training, Indigenous cultural competency and anti-Indigenous racism training.

*Target Date for Completion: We will be working with Arleen Huggins to ensure a comprehensive training plan for the delivery of training. Currently planned for 2021 is accelerated delivery of addressing anti-Black racism training with 13 sessions delivered per week.*

#### Action 8: Establish a procurement policy grounded in equity and diversity

The TTC will revise its procurement policies to embed supply chain diversity initiatives to remove barriers to equal opportunity. There will be a focus on suppliers from equity-seeking communities, that disproportionately experience unemployment and underemployment, discrimination, or barriers to equal opportunity. Based on revisions made, the TTC will be developing training on its procurement policies and practices generally, to ensure there is good organizational understanding of the equity and diversity requirements.

Further, TTC staff, in collaboration with the Conference of Minority Transportation Officials (COMTO) Toronto & Region Chapter, will work with the TTC Materials and Procurement Department to promote social procurement by leveraging best practice in the transit industry.

*Target Date for Completion: Meetings have commenced to focus on removing barriers in procurement. Work with procurement to embed language in policy will commence 2021.*

#### Action 9: Revenue Protection and Special Constable Services to report to the Chief Strategy and Customer Officer

The TTC has been on a journey to change the culture and practices of the Revenue Protection and Special Constable Service departments. As described in the February 2020 TTC Board Report, *TTC's Revenue Protection Strategy*, a reorganization of the Transit Enforcement Unit was initiated in early 2020 to address the most urgent and important issue facing the unit - changing the culture of the departments while

enhancing their focus on the key priorities of transit security and maximizing revenue protection.

In July 2020, the Revenue Protection and Special Constable Service departments moved from the Operations Group to the Strategy and Customer Experience Group. This further signals the TTC's commitment to putting the customer at the centre while we modernize our service to better serve customers and the residents of Toronto.

The TTC is committed to continuing its journey towards building a respectful and inclusive workplace culture by providing continuous education on anti-racism, human rights, accessibility, diversity and inclusion. While strategic programs are being put in place to attract, recruit and retain a diverse workforce that reflects the City that we operate in, we must also look inwardly at our workforce.

TTC staff are in the process of reviewing the uniforms, training, customer service practices, mandates, job roles and supporting organizational structures for the Revenue Protection and Special Constables Service departments. This review will be conducted with the advice of the TTC's External Advisor on Diversity and Inclusion, Arleen Huggins. Additional information on the cultural changes will be provided in an upcoming TTC Board report in Q2 2021.

*Target Date for Completion: Update to TTC Board Q2 2021*

#### Action 10: Learning from International Best Practice

The TTC continues to promote and learn from diversity and inclusion best practices from Canada and around the world.

The TTC CEO will be signing a pledge to support the BlackNorth Initiative against systemic racism. The Pledge is focused on addressing and removing systemic barriers negatively affecting the lives of Black Canadians.

*Target Date for Completion: Immediate*

#### COMTO

TTC employees have also been instrumental in founding the first international Chapter of the Conference of Minority Transportation Officials (COMTO). This grassroots initiative has received the full support of the TTC Executive. COMTO is an advocacy organization that was founded in 1971 in the United States. Its objective is to ensure that the transportation industry is reflective of all the individuals that it serves. In particular, COMTO is dedicated to advancing success for underrepresented individuals and to ensure opportunities are made available for their participation in the transportation industry. This includes veterans, people with disabilities and certified MWDBE (Minority, Women or disadvantaged-owned) businesses.

The Toronto & Region Chapter of COMTO, which includes representation from the TTC and other transportation agencies and companies, has its own set of unique priorities including:

1. Conducting outreach and giving back to the many communities served by transportation agencies and their partners with a focus on under resourced neighbourhoods;
2. Encouraging students to pursue a career in the transportation sector by making them aware of the wide variety of opportunities that exist as well as providing scholarships to the next generation of leaders; and
3. Advocating for the meaningful participation of underrepresented groups in transportation by helping them build careers that celebrate their diversity and encouraging them to share their innovative ideas.

In order to continue integrating best practice, the Toronto & Region Chapter of COMTO is forging a number of partnerships with various organizations in the industry, including: American Public Transportation Association (APTA), Women in Transit, the Ontario Public Transit Association, the Canadian Urban Transit Research and Innovation Consortium. COMTO members have joined sub committees of these organizations and are also participating in hosting joint events.

#### Additional Partnerships

The TTC has also partnered with Pride at Work Canada to support inclusion for LGBTQ+ employees. This partnership provides:

- access to tailored training opportunities;
- LGBTQ+ inclusion benchmarking resources;
- sharing of best practices, networking and personal development events;
- support for LGBTQ+ employee resource groups; and
- advertisement of TTC jobs on Canada's largest job board for LGBTQ+ job seekers.

The partnership and benefits were promoted internally through the TTC's internal newsletter and internal TTC digital screens.

TTC has also:

- Participated as an employer partner of the Canadian Centre for Diversity and Inclusion to provide diversity and inclusion education and resources to employees.
- Partnered with the CABR Unit in work to adopt the Toronto Action Plan to Confront Anti-Black Racism.
- The TTC continues to participate in the CABR City Leads Table which brings together and encourages collaboration between City Divisions, Agencies, Boards, and Commissions, that have actions identified in the Toronto Action Plan to Confront Anti-Black Racism.

The City Leads Table provides an opportunity for TTC staff to identify successes, best practices, and share obstacles and lessons learned with other City partners. The TTC's Head of Revenue Protection, Head of Special Constables, Diversity and Outreach Manager, Head of Human Rights and Investigations, and Director (acting) of Diversity are all members of the City Leads Table. The TTC's Toronto Action Plan to Confront Anti-Black Racism City Leads members have developed the TTC's Year 3 actions under the Plan. The actions include:

- Engage diverse Black experts and community members to continue to inform recruitment and talent strategies with the aim to advance professional development, promotion, and leadership opportunities for employees of African Descent.
- Enhance the quality of targeted employment and skills development programs in community hubs and Black-focused organizations and Black focused employment agencies
- Continue to deliver a comprehensive, mandatory learning program for employees from frontline to leadership levels, leveraging the expertise of Black subject matter experts and embedding capacity within organizations.
- Support Black-owned businesses to better recover from COVID-19, compete and thrive in Toronto as part of the TTC work to advance social procurement.

## **Embrace Diversity – The Five-Year Diversity and Human Rights Plan**

In 2018, TTC’s Diversity and Human Rights (DHR) Executive Steering Committee was launched. The committee was the first of its kind at the TTC, comprising of both management representing various functional areas of the TTC and diverse employee members with lived experience representing the views and perspectives of the many diverse groups reflected in the TTC workplace. The committee provides leadership, shared accountability and champions matters related to diversity, inclusion and human rights at the TTC. It is through this committee that Embrace Diversity, The Diversity and Human Rights Five-Year Plan was developed.

Embrace Diversity, builds on the work in the 10-Point Action Plan and aims to sustain the short-term successes and embed diversity and inclusion into every facet of the TTC by:

- attracting and developing a more qualified and diverse workforce;
- building a respectful and inclusive workplace culture;
- promoting and encouraging education on human rights, accessibility, and DI to strengthen TTC leadership and workforce competencies; and
- enhance the TTC’s delivery of programs and services to meet the needs of its diverse customers.

Embrace Diversity can be found in Attachment A of this report. Timelines are subject to further review as 10-point action plan items progress.

### Enhancing the Delivery of Programs to Customers

The TTC is also enhancing the delivery of programs and services to meet the needs of its diverse customers through the following plans:

- Wheel-Trans 10-year Strategy;
- Multi-Year 2019—2023 Accessibility Plan and;
- 5-Year Service Plan & 10-Year Outlook

Achievements under each of these plans have been reported separately to the TTC Board.

Consultation and engagement is critical to meaningful change. To support this, the TTC is retaining external facilitators with experience and involvement in Black, Indigenous and racialized communities to support consultations on anti-racism initiatives.

The Advisory Committee on Accessible Transit (ACAT) plays an important role in helping the TTC fulfill its commitment to building a transit system that is accessible.

In addition, in 2021, the TTC will launch a Community Racial Equity Advisory Committee (C-REAC) and Employee Racial Equity Advisory Committee (E-REAC). The development of these committees will ensure sustainable ongoing consultations on work to identify, address and prevent racism, anti-Black racism and anti-Indigenous racism at the TTC

### **Systemic Review of TTC's Policy and Practices**

Critical to creating systemic change across the organization is a review of its policies and practices. The TTC's Diversity and Inclusion Lens prompts employees to consider diversity and inclusion when developing policies, programs and services, and to identify and remove any unintended impacts on diverse groups.

The TTC has continued its work in partnership with the City of Toronto's Confronting Anti-Black Racism Unit to review Revenue Protection and Special Constable policies, practices and training. An initial review of these policies have been completed using the anti-Black racism analysis. This work provides a roadmap for deeper anti-Black racism analysis of Revenue Protection and Special Constable policies, practices and training. Further work will include a review of their draft use of force policy from an anti-Black racism and anti-racism lens.

The TTC is drafting policies for race-based data collection and use of discretion by TTC's Revenue Protection and Special Constable Departments. Drafts of these policies will undergo consultation with diverse Black, Indigenous and racialized community members in 2021 to ensure community perspectives have been included prior to finalization. Procedures and training will be developed to support the implementation of these policies.

Key priorities for 2021 will include embedding the anti-Black racism analysis into TTC's existing Diversity and Inclusion Lens, developing an anti-racism policy and an anti-racism analysis tool and an ongoing review of employment systems, policies and processes with an anti-Black racism and anti-racism analysis.

### **Additional Actions**

#### Women and Diversity Committee

In order to assist in initiating and implementing short-term initiatives and to further capitalize on the strength of the TTC's greatest asset, its employees, the TTC created a Women and Diversity Committee (the 'Committee'). The Committee meets every two

weeks to provide feedback, ideas and suggestions to the CEO and other Executive Team members about equity, diversity and inclusion and anti-racism initiatives and how processes across the TTC can be improved. The group, made up of employees from different areas and levels of the Commission, has been instrumental in informing the content of the 10-Point Action Plan, as well as the Five-Year Diversity and Human Rights Plan. In particular, there are front-line employees who are participating to ensure the work of the Committee will resonate across the TTC and to ensure accountability in generating results in the short-term.

## **Contact**

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## **Signature**

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Gemma Piemontese  
Chief Diversity and Culture Officer

## **Attachments**

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Attachment A – 5-Year Diversity and Human Rights Plan  
Attachment B – TTC Workforce Demographic Data  
Attachment C – TTC Human Rights Complaint Data  
Attachment D – TTC Support and Outreach Participation

**5-YEAR DIVERSITY AND HUMAN RIGHTS PLAN**

\*Timelines are subject to further review as 10-point action plan items are advanced.

<b>Pillar 1: Attract and develop a diverse and qualified workforce</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>10 Point Action Plan</b>
Develop guidelines and support mentorships at the TTC	✓	✓	✓	✓	✓	
Tailored recruitment/outreach at community events based on departmental demographics	✓	✓	✓	✓	✓	✓
Conduct a review of TTC employment systems policies and practices			✓	✓	✓	✓
Review job descriptions and job postings with a Diversity and Inclusion and anti-racism lens		✓	✓	✓	✓	✓
Continue to engage employees in outreach through employee testimonials and “meet the employee” initiatives	✓	✓	✓	✓	✓	✓
Collect demographic data from applicants to measure effectiveness of outreach and to identify barriers in the recruitment process		✓	✓	✓	✓	✓
Sponsor Educational Programs: Ex. Front of the Line Program and TDSB Specialized Trades Exploration Program (STEP)	✓	✓	✓	✓	✓	✓
New employee demographic survey			✓	✓	✓	
Continue to maintain partnerships with the City of Toronto’s Indigenous Affairs Office and partner with Indigenous community groups to support recruitment from Indigenous communities			✓	✓	✓	
Utilize pool-based hiring and annual job fair	✓	✓	✓	✓	✓	✓

Pillar 2: Promote inclusion for employees continue to build to a respectful and inclusive workplace culture	2019	2020	2021	2022	2023	10 Point Action Plan
Audit Built Environment – Consultant reviewing design standards/office space standards for accessibility and inclusivity	✓	✓	✓	✓	✓	✓
Audit Key Access Process to ensure employees have access to required facilities	✓	✓	✓			
Launch and support employee networks	✓	✓	✓	✓	✓	
Leverage employee networks and partnership with COMTO to develop diversity and human rights champions				✓	✓	
Provide ongoing corporate communications celebrating diversity events	✓	✓	✓	✓	✓	✓
Support Dolphin Disabilities Mentoring Day	✓	✓	✓	✓	✓	
Recognize days of religious and cultural significance in TTC's Diversity Calendar	✓	✓	✓	✓	✓	
Develop and implement anti-racism strategy	✓	✓	✓	✓	✓	
Continues education on human rights, accessibility, diversity and inclusion to strengthen TTC leadership and workforce competencies	✓	✓	✓	✓	✓	✓
Regular enhanced diversity, inclusion and human rights in class training launched			✓	✓	✓	✓
Launch additional DI Lens and Toolkit training including a mandatory e-learning module	✓	✓	✓	✓	✓	
Provide ongoing reviews and updates to TTC's DI Lens and Toolkit (include intersectionality and anti-racism/ anti-Black racism analysis)	✓	✓	✓	✓	✓	
Roll out addressing anti-Black racism training	✓	✓	✓	✓	✓	

<b>Pillar 3: Enhance TTC delivery of programs and services to meet the needs of its diverse customers</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>10 Point Action Plan</b>
Advance Social Equity in Transit Service Planning (TTC's 5 Year Service Plan)	✓	✓	✓	✓	✓	
Wheel-Trans 10 year Strategy	✓	✓	✓	✓	✓	
TTC Multi-Year 2019—2023 Accessibility Plan	✓	✓	✓	✓	✓	
D&I Lens on new Fare Initiatives		✓	✓	✓	✓	
D&I Lens on new policies and Board Reports	✓	✓	✓	✓	✓	
Adopt Social Procurement Policy			✓	✓	✓	✓
Support external community events and broaden ambassador program to attend cultural events	✓	✓	✓	✓	✓	
Boost social media updates to include TTC's commitment to Diversity and Human Rights	✓	✓	✓	✓	✓	✓
Continue to support charitable events (United Way, Stuff the Bus, etc.)	✓	✓	✓	✓	✓	

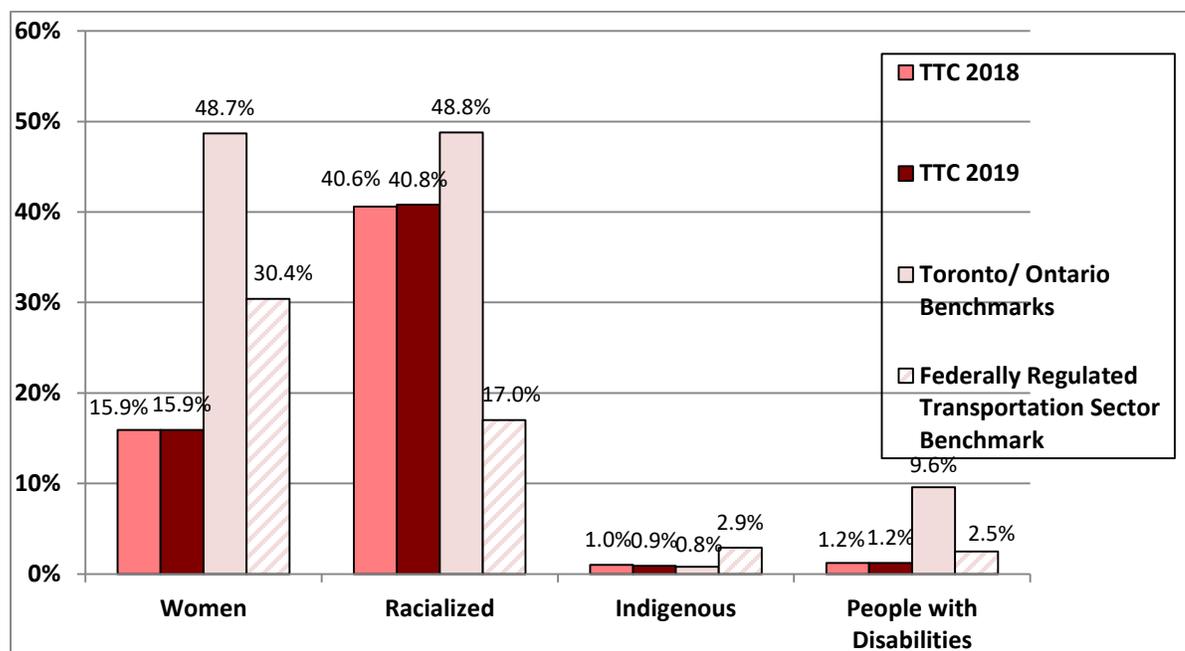
## TTC Workforce Demographic Data for 2019

### Diversity Data

A key aspect of the TTC’s commitment to supporting diversity is the need for the TTC to attract and retain a qualified and talented workforce that reflects the diversity of its customers and the City of Toronto. To measure the extent to which the TTC is meeting this goal, the TTC collects workforce diversity demographic data, which it benchmarks against Toronto’s Census Metropolitan Area (CMA), the Canadian Survey on Disability in Ontario and transportation industry data.

The TTC has been working with Urban Dimensions Group (UDG) for the past 13 years to track employment equity and report on the changes over time. Starting with a survey of the entire workforce, UDG has followed up year after year by collecting employment equity data from new employees who join the TTC, growing their employment equity database to 9,472 employees (over 62 percent of the whole TTC workforce).

Annually, the TTC has collected demographic data on the four employment equity designated groups (people who identify as racialized, Indigenous, women and/or having a disability) in order to examine which areas we have seen gains and where we may have underrepresentation. In 2020, the TTC began the collection of greater demographic data in accordance with the Anti-Racism Data Standards. The first report of 2020 data will be available from UDG in 2021.



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<sup>1</sup> The comparator group used for women, racialized and Indigenous peoples is the 2016 Census of Canada data for Toronto Census Metropolitan Area. The comparator group used for people with disabilities is the 2017 Canadian Survey on Disability for Ontario

Based on the reports received from the 3<sup>rd</sup> party, TTC's Talent Management Department is leading tailored recruitment initiatives with executives and department heads. This work includes partnering with community organizations and participating in outreach activities such as information sessions and career fairs which target diverse job applicants.

In 2019, the TTC's representation of all four designated groups was similar to 2018. Representation for racialized employees is closer to the census benchmark, and representation of Indigenous employees exceeds the benchmark.

Action items four and five in TTC's 10-Point Action Plan and year 3 actions to Adopt the Toronto Action Plan to Confront Anti-Black Racism support TTC work to build greater representation of racialized, Black and Indigenous employees at the TTC. Action item three identifies TTC work to collect better disaggregated data and to identify any barriers in the recruitment of Black, Indigenous and racialized talent. Also, staff in TTC's Racial Equity Unit will work to identify, prevent and address any barriers in the recruitment and advancement of Black, Indigenous and racialized talent at the TTC.

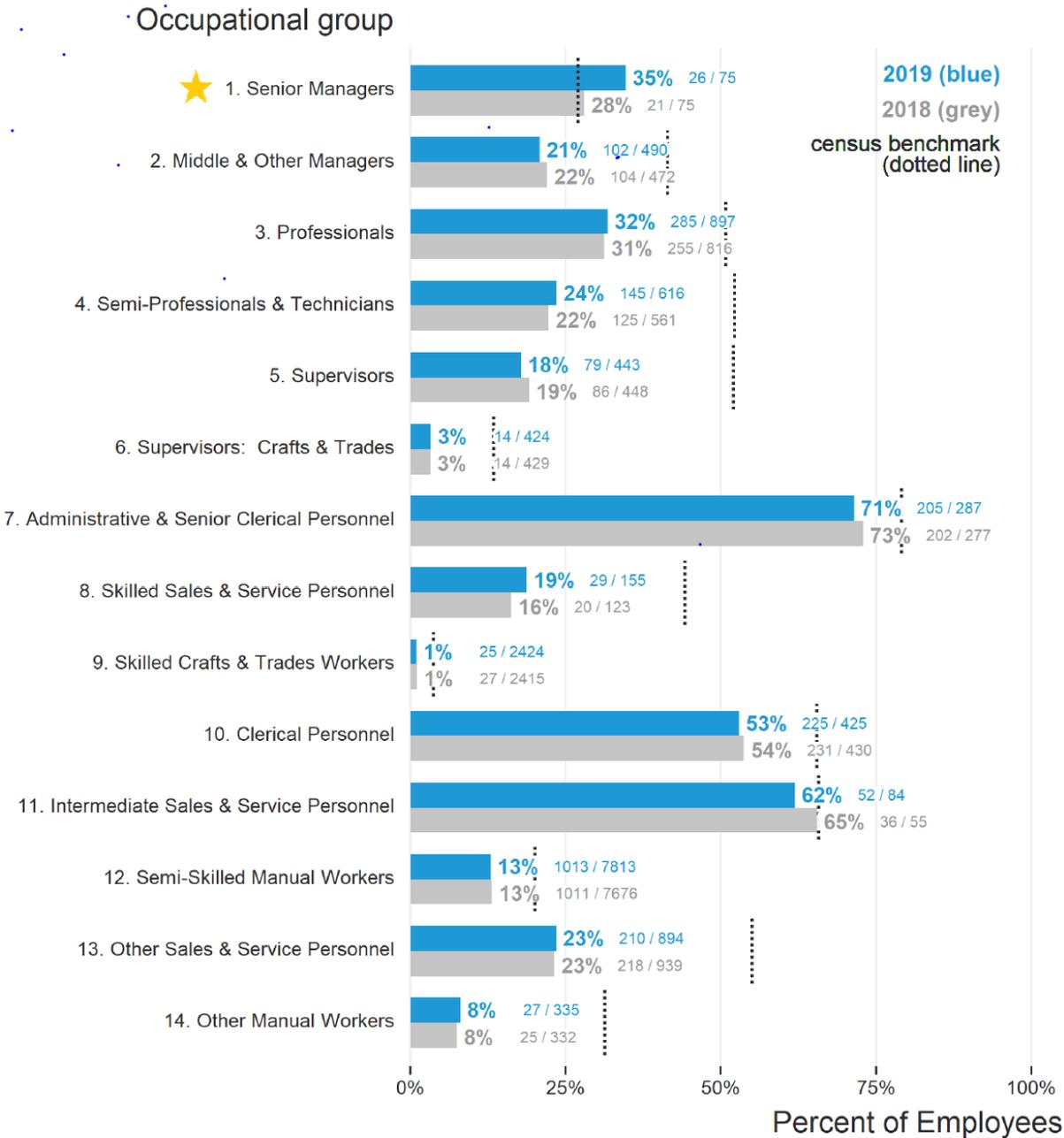
The trend for women is well below the census benchmark, but levels are slowly increasing over time, indicating that the TTC is hiring and retaining more women. In order to further support the representation of women at the TTC, the 10-point action plan outlines the CEO's commitment to setting a target for 4/10 new Operator hires being women.

Representation for employees with disabilities is well below the provincial benchmark, and falling over time. Whilst the TTC has been conducting various outreach initiatives and has partnered with Dolphin Disabilities yearly the representation of people with disabilities remains low. In 2021, the TTC's Diversity Department will be hiring an accessibility consultant. The accessibility consultant will support the TTC's efforts to build greater representation of people with disabilities at the TTC and to remove barriers. Further, a new TTC wide demographic survey to be launched in 2021, will allow the TTC to collect updated data on employees who have acquired a disability since their time of hire.

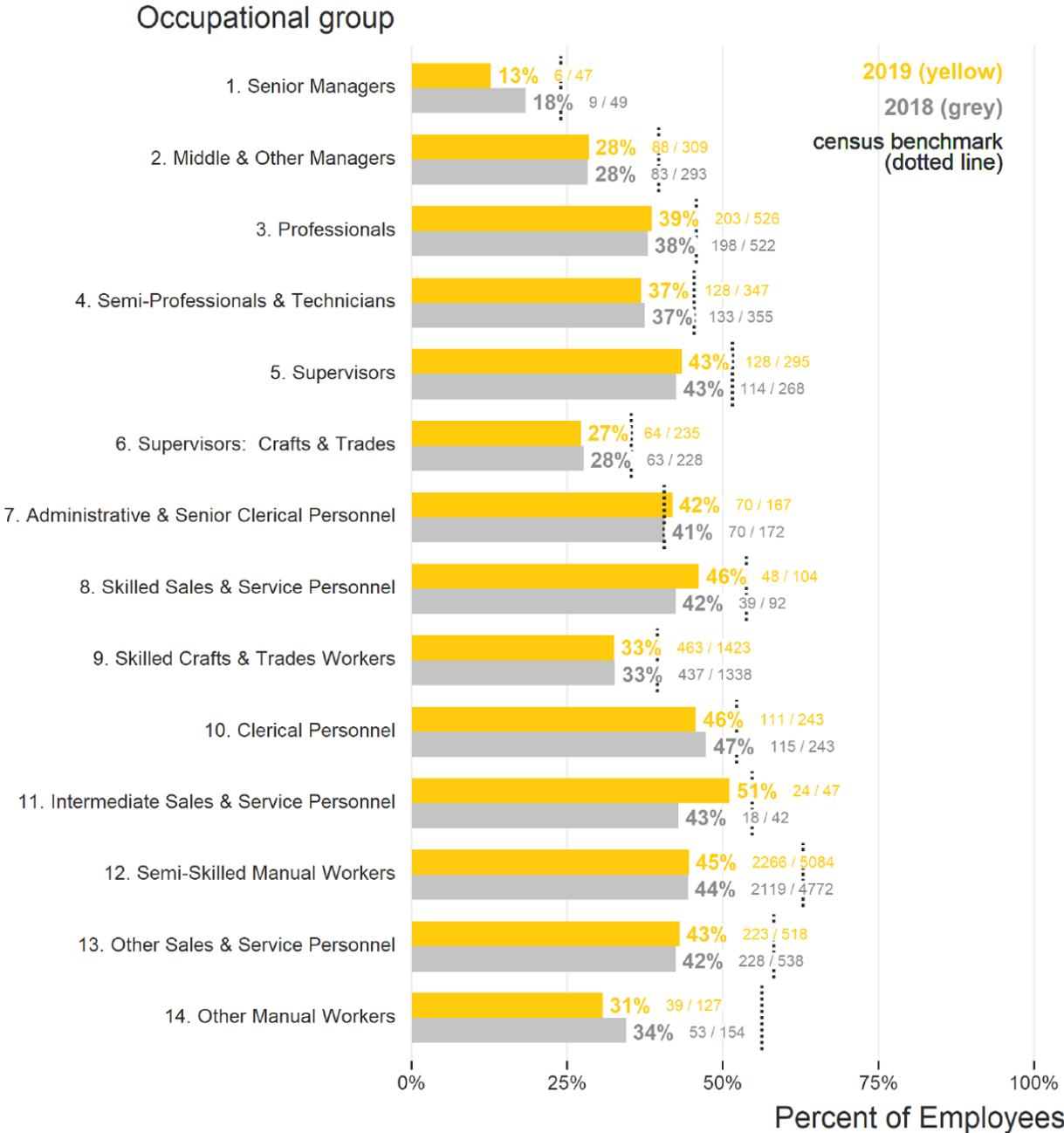
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This includes federally regulated private sector employers in air, rail, bus, and water transportation industries, including inter-provincial trucking, pipelines, investigation and security services. There are limitations associated with using this comparator data, as non-federally regulated transportation employers are excluded.

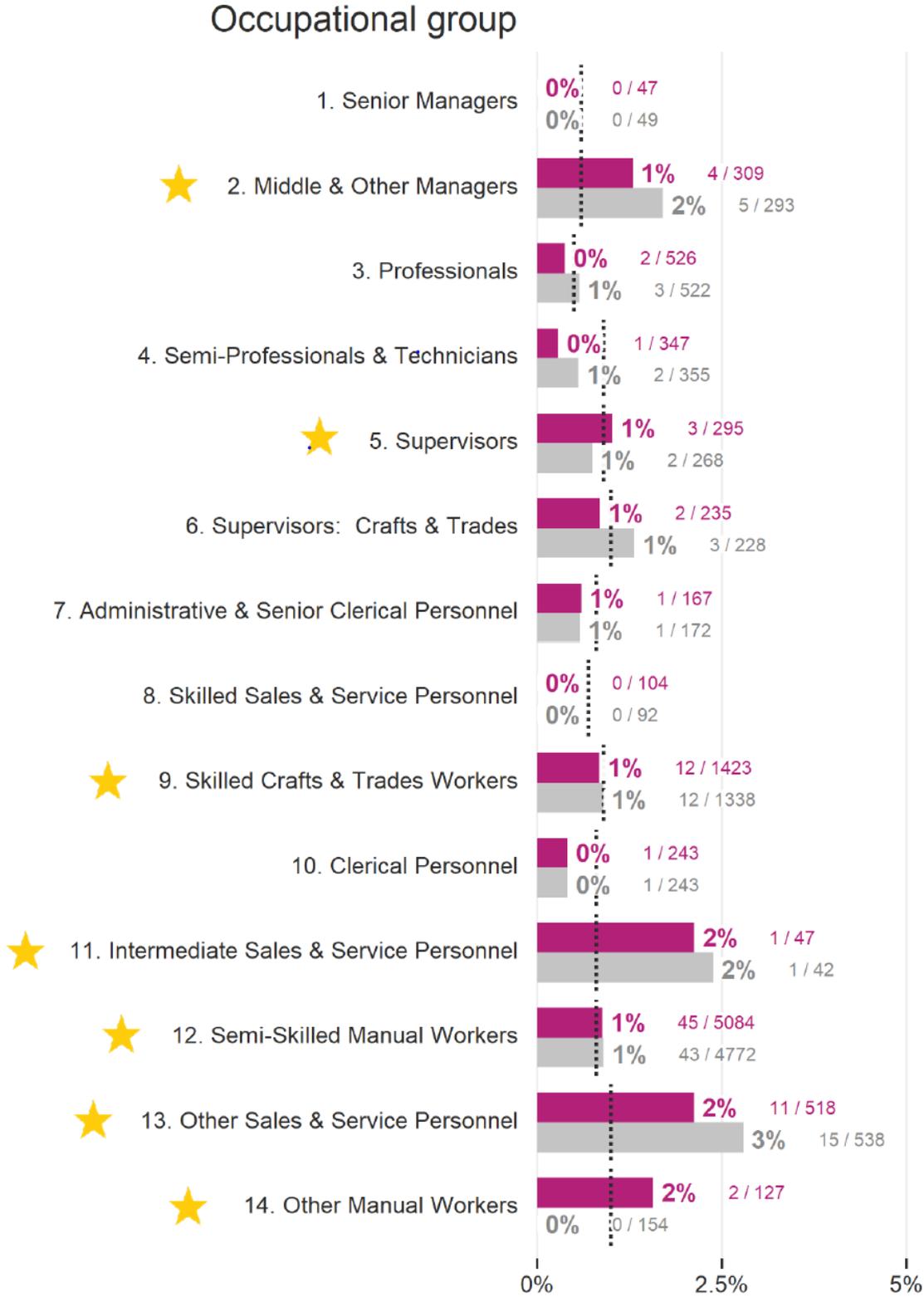
Employment Equity Occupation Groups – Women



Employment Equity Occupation Groups – Racialized

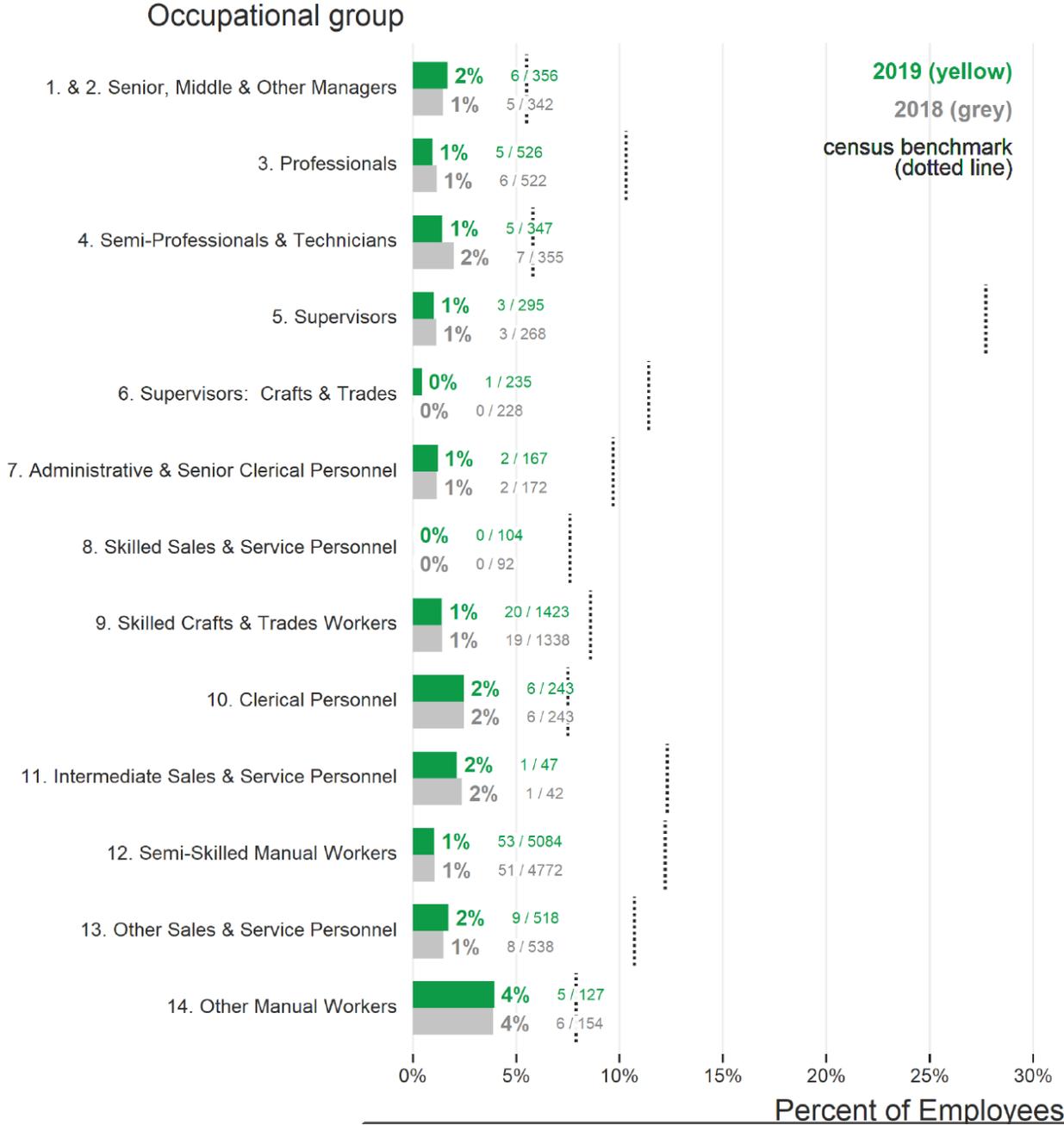


Employment Equity Occupation Groups - Indigenous



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Employment Equity Occupation Groups – Disability



## TTC Human Rights Complaint Data

The TTC has a dedicated team of Human Rights Consultants to provide employees with expert advice, investigation and complaint-resolution services, to address incidents of workplace discrimination and harassment. These complaint resolution services are focused on promoting inclusive and respectful workplaces. The Human Rights Consultants also assist management in addressing complaints filed by customers with TTC's Customer Service Centre against TTC employees that relate to human rights issues including, but not limited to, accommodation, accessibility, discrimination or harassment in the delivery of TTC services. The data below is from the complaints received by the TTC Human Rights and Investigations Department.

### Employees

Here is an overview of the total workplace discrimination and harassment complaints and consultations the TTC Human Rights received from TTC employees in 2017-2019:

	2017	2018	2019
<b>Complaints<sup>2</sup></b>	184	171	206 <sup>3</sup>
<b>Consultations<sup>4</sup></b>	268	364	360
<b>HRTO</b>	13	19	20
<b>TOTAL</b>	465	554	586

<sup>2</sup> Complaint refers to allegation(s) of workplace harassment, discrimination, and/or concerns raised regarding workplace accommodation, where the Human Rights Consultant assists management to investigate; exclusively conducts an investigation; or engages in alternative dispute resolution (i.e. mediation) if appropriate.

<sup>3</sup> Of the 206 complaints received in 2019, 50 were substantiated, 95 were unsubstantiated, 31 were dismissed as not relating to human rights and referred, 10 were withdrawn, and 20 are pending resolution.

<sup>4</sup> Consultation refers to matters for which a Human Rights Consultant was contacted and provided advice, information or referral.

**Table 1:** Breakdown of the 206 workplace discrimination and harassment complaints filed by TTC employees, categorized by protected ground under the Ontario *Human Rights Code*, from 2017 – 2019.

Ground	Complaints		
	2017	2018	2019
<b>Personal Harassment</b>	46	17	51
<b>Unprofessional Conduct (i.e. profanity)</b>	70	92	53
<b>Disability (accommodation)</b>	13	9	23
<b>Sex (including pregnancy, breastfeeding)</b>	24	22	42
<b>Race</b>	6	7	16
<b>Colour</b>	5	4	3
<b>Ancestry</b>	1		
<b>Ethnic Origin</b>	8	3	2
<b>Place of Origin</b>		4	1
<b>Creed/Religion</b>	3	3	5
<b>Family Status</b>	4	2	1
<b>Gender Expression</b>			1
<b>Gender Identity</b>		2	3
<b>Sexual Orientation</b>	2	3	2
<b>Age</b>	3	2	2
<b>Citizenship</b>	1		1
<b>Marital Status</b>		1	
<b>Record of Offences</b>			
<b>Total</b>	184	171	206

In 2019, we have seen an increase in employee complaints received by TTC Human Rights. The most common employee complaint in 2019 raised allegations of non-Code personal harassment and unprofessional conduct against other employees. The second most common complaint received alleged harassment and/or discrimination on the basis of sex. This is concerning and supports an immediate need for TTC's 10-Point Action Plan, as described in the report, to advance greater gender equity and inclusion at the TTC. The 10-Point Action Plan also includes additional training on workplace sexual harassment for employees, building on TTC's sexual harassment education campaign launched in 2019 entitled "*Above the Line, Below the Line*," which brought awareness to the issue of sexual and gender harassment and TTC's Respect and Dignity Policy, and encouraged employees to report any such incidents to TTC Human Rights.

Drawing from this data, TTC recognizes the need for additional initiatives to promote a workplace culture of respect and dignity. This includes, but is not limited to, increased employee engagement and greater education on diversity, inclusion, anti-racism and

human rights, and these are both significant components of TTC's 10-Point Action Plan and its Five-Year DHR Plan.

**Table 2:** Breakdown of the Applications filed with the Ontario Human Rights Tribunal of Ontario (HRTO) by employees against TTC, categorized by protected ground under the Ontario *Human Rights Code*, from 2017 - 2019.

Ground	Internal HRTO		
	2017	2018	2019
		8	
<b>Disability (accommodation)</b>	8	13	15
<b>Sex (including pregnancy, breastfeeding and gender identity)</b>			1
<b>Race</b>	3	5	
<b>Colour</b>			
<b>Ancestry</b>			
<b>Ethnic Origin</b>			
<b>Place of Origin</b>			
<b>Creed/Religion</b>	1		
<b>Family Status</b>		1	1
<b>Sexual Orientation</b>	1		
<b>Gender Expression</b>			
<b>Gender Identity</b>			
<b>Reprisals</b>			2
<b>Age</b>			1
<b>Citizenship</b>			
<b>Record of Offences</b>			
<b>Total</b>	13	19	20

In 2019, the TTC received 20 HRTO Applications filed by employees against the TTC. Of the 20 HRTO applications,

- 3 were dismissed,
- 1 was withdrawn, and
- 16 are pending a hearing.

**Customers**

Here is an overview of the total workplace discrimination and harassment complaints and consultations that the TTC's Human Rights received from customers from 2017-2019:

	2017	2018	2019
<b>Complaints</b>	924	1209	1302 <sup>5</sup>
<b>Consultations</b>	1	27	35
<b>HRTO</b>	6	9	9
<b>TOTAL</b>	931	1245	1346 <sup>6</sup>

**Table 1:** Breakdown of the 1302 workplace harassment and discrimination complaints filed by customers against TTC employees, categorized by protected ground under the Ontario *Human Rights Code*, from 2017 - 2019.

Ground	Complaints		
	2017	2018	2019
<b>*No Ground/Other</b>	9		1
<b>Personal Harassment</b>	2	1	1
<b>Unprofessional Conduct/Discourtesy</b>	64	125	50
<b>Disability (incl. accessibility and accommodation)</b>	529	699	842
<b>Sex (including pregnancy, breastfeeding)</b>	44	42	35
<b>Race</b>	113	229	270
<b>Colour</b>	67	23	6
<b>Ancestry</b>	1	2	
<b>Ethnic Origin</b>	22	15	4
<b>Place of Origin</b>	12	6	8
<b>Creed/Religion</b>	28	24	19
<b>Family Status</b>	9	15	9
<b>Sexual Orientation</b>	12	6	28
<b>Gender Expression</b>	1		2
<b>Gender Identity</b>	3	7	6
<b>Age</b>	8	14	19
<b>Citizenship</b>		1	
<b>Record of Offence</b>			2
<b>Total</b>	924	1209	1302

*\*no protected ground identified*

<sup>5</sup> Of the 1302 customer complaints received in 2019, 251 were substantiated, 997 were found unsubstantiated and/or insufficient information to make a finding, and 54 are pending resolution.

<sup>6</sup> This amounts to approximately 2 percent of the total customer service complaints received by TTC in 2019, which was 66,582. In 2019, TTC's total ridership was 525.47 million.

The most common customer complaint received in 2019 raised concerns with the accessibility of TTC transit services. Some of these concerns included, but were not limited to: automated stop announcements not working or being mispronounced; incorrect visual stop signs; and ramps not being lowered. Such complaints were promptly investigated and addressed, most often through repair of the mechanical defect on the TTC vehicle and the Complainant being notified of the resolution. TTC recognizes more work needs to be done to make its transit services barrier-free. Through the TTC's Multi-Year 2019-2023 Accessibility Plan, the TTC is working to make its transit services more accessible and inclusive for all customers in collaboration with the Advisory Committee on Accessible Transit (ACAT), and this work is ongoing.

In 2019, the TTC also saw an increase in customer complaints raising allegations of discrimination in the delivery of TTC services on the basis of race. This trend is concerning and a further indicator of TTC's need to address systemic racism and anti-Black racism across the organization through its system wide Anti-Racism Strategy.

**Table 2:** Breakdown of the HRTO Applications filed by customers against TTC, categorized by protected ground under the Ontario *Human Rights Code*, from 2017 - 2019.

Ground	External HRTO		
	2017	2018	2019
	7		
<b>Disability</b>	3	7	5
<b>Sex (including pregnancy, breastfeeding and gender identity)</b>			
<b>Race</b>	3	2	3
<b>Colour</b>			1
<b>Ancestry</b>			
<b>Ethnic Origin</b>			
<b>Place of Origin</b>			
<b>Creed/Religion</b>			
<b>Family Status</b>			
<b>Gender Expression</b>			
<b>Gender Identity</b>			
<b>Sexual Orientation</b>			
<b>Reprisals</b>			
<b>Age</b>			
<b>Citizenship</b>			
<b>Total</b>	6	9	9

The TTC received 9 HRTO applications from customers in 2019. Of the 9 HRTO applications,

- 1 was withdrawn,
- 2 were resolved through mediation, and
- 6 are pending a hearing.

## TTC Support and Outreach Participation

Objective	Outreach Event Details	Date	Attendees
Promote job opportunities to women of colour	Welcome Back Toronto Event – Women’s Empowerment Edition	September 19, 2020 (cancelled due to Covid-19 restrictions)	Participant – Andrew Dixon
Attract women and gender diverse job seekers from vulnerable populations to positions at various city agencies	City of Toronto HR Professionals – Women’s Virtual Event	October 26, 2020	Panelist – Marika Fraser
Attract candidates who identify with a disability to apply for positions at the TTC	CCRW Dolphin Disabilities - Virtual Event	October 28, 2020	Mentor – Darlene Murrain
Promote TTC Connects: Women as Transit Operators Event to youth and diverse job seekers from vulnerable populations	City of Toronto Employment Connections Justice Week – Virtual Event	October 29, 2020	HR Panel – Darlene Murrain and Aleena Cornacchia
Promote TTC Connects: Women as Transit Operator Event	YWCA – Virtual Event	November 17, 2020	Facilitator – Darlene Murrain and Operator TBD
Attract Women to the Transit Operator position	TTC to host virtual event	November 24, 2020 December 10, 2020	Speakers include Richard Leary and Kirsten Watson
Breakout Sessions: Women as Transit Operators	TTC to host 2 virtual sessions	2 dates in early December 2020 TBD	Darlene Operator TBD ACCES Employment VPI Working Solutions Toronto Community Housing
TTC Trades Information Session	Redwood Women’s Shelter – HVAC Program	February or March 2021	Facilitator - Darlene Speaker - Mike Cucullo
General Information Session	Korean Canadian Women’s Centre	March 2021	Facilitator – Darlene
Attract women to current and future job opportunities	Toronto Women’s National Day Show	March 2021 (Oct 2020 cancelled and rescheduled due to Covid-19 restrictions)	Representatives from Fare Inspectors, Special Constables, Transit Operators, Operations and Service Delivery
Promote TTC jobs to female students who want to explore careers where women are under-represented (i.e. skilled trades and STEM)	Build a Dream conference	TBD	TBD