



Diversity & Culture Annual Report

Equity, Diversity, Inclusion and Accessibility (EDIA): Progress Through Systemic Change

Presented by:

Keisha Campbell, Chief Diversity & Culture Officer

April 11, 2024

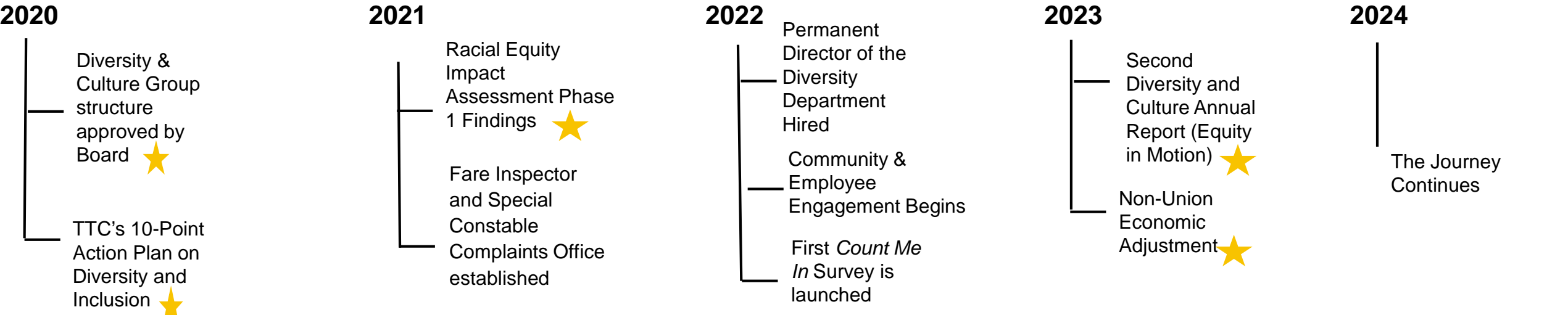
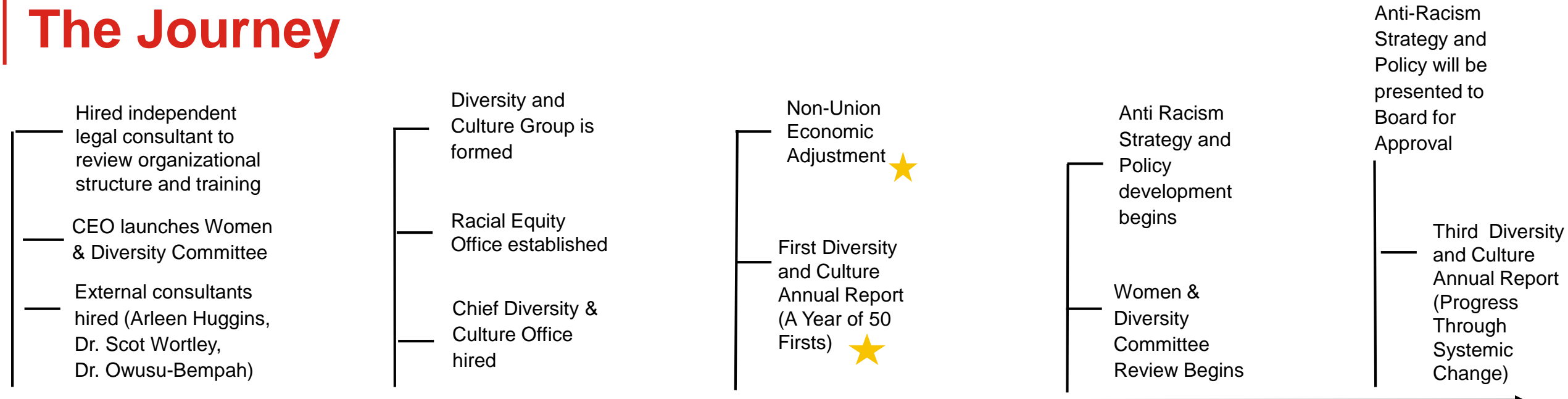


| Agenda

- ❑ The Journey
- ❑ Key Accomplishments aligned to the 10 Point Action Plan
 1. Structure for success
 2. Appoint a third party advisor
 3. Third party review of data in several key areas
 4. Recruit women and increase diversity in Transit Operators
 5. Refocus Recruitment and Outreach Strategies
 6. Review Communications with a Diversity and Inclusion Lens
 7. Greater Organizational training
 8. Establish a procurement policy grounded in equity and diversity
 9. Revenue Protection and Special Constable Culture Change
 10. Learning from International Best Practice and develop strategic partnerships
- ❑ The Road Ahead



The Journey

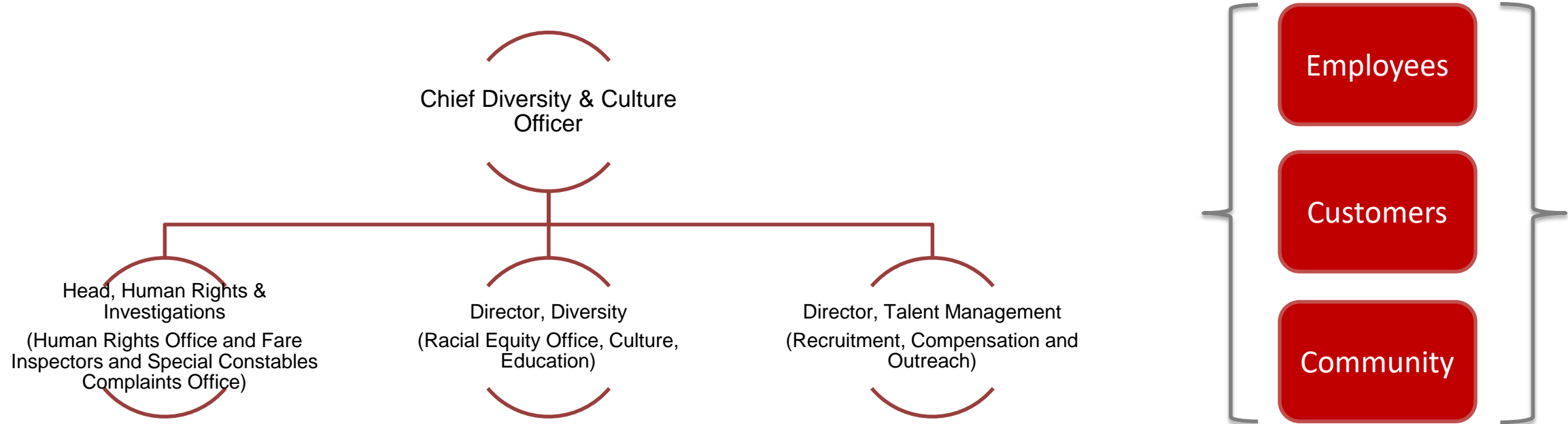


★ Board Report

Partner and consult on Revenue Protection and Special Constables Policy development as part of their Culture Change Program



Diversity & Culture Group Structure (Action #1, #2)



External Partners

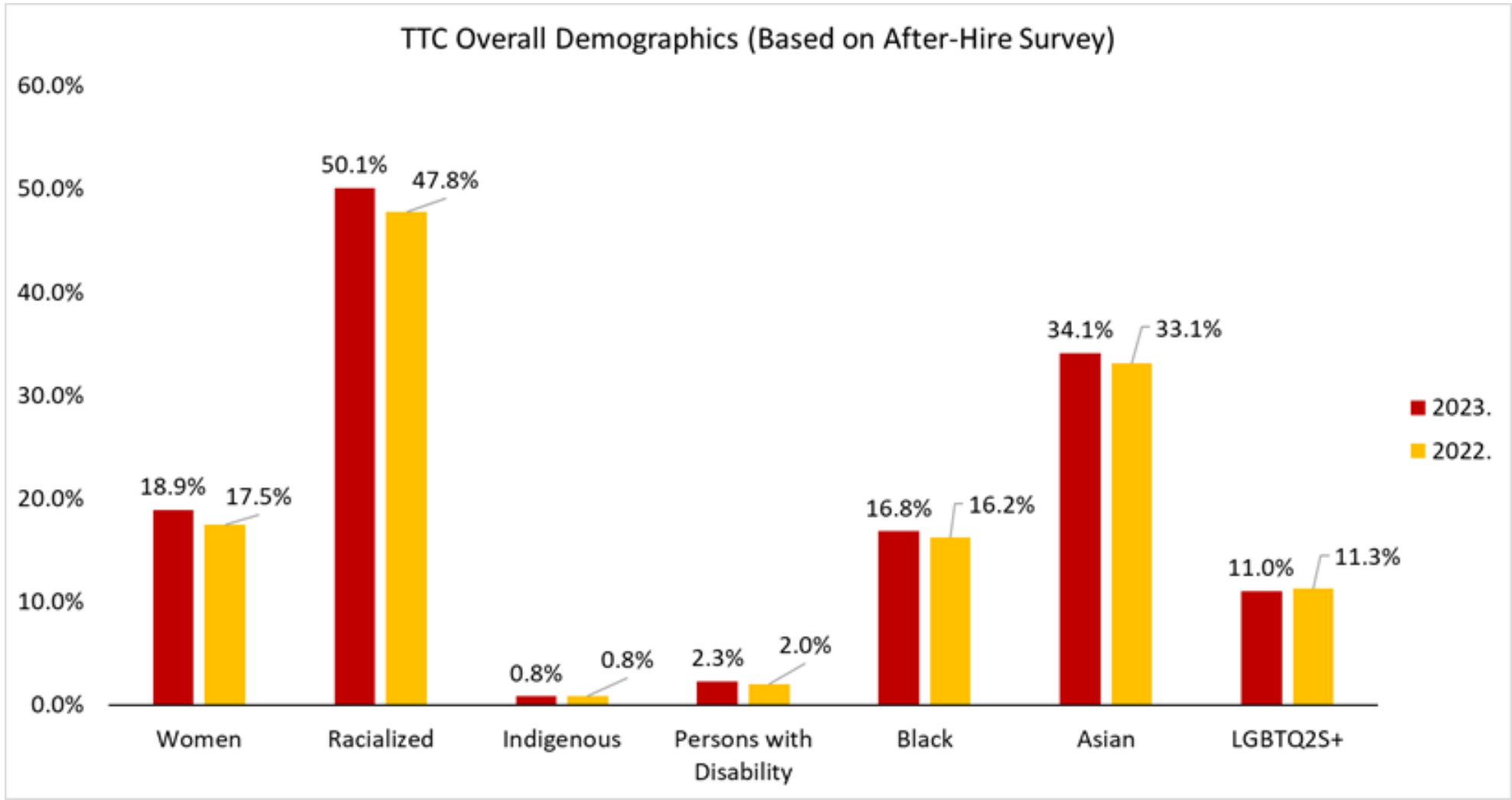
- Third Party Advisor and UofT Professors
- City of Toronto (SDFa, Indigenous Affairs Office, Gender Equity, etc.)
- Regional Partners, including Toronto Police Service
- Community Partners
- Educators: Universities, Colleges, TDSB
- Industry: COMTO, CUTA, OPTA, APTA, CCDI, Pride @ Work, etc

Key Internal Partners for Success

People	Shakira Naraine
Strategy & Customer Strategy	Wendy Reuter (Acting)
Communications	Natalie Poole-Moffatt
Finance, Procurement, IT & Data	Josie La Vita
Legal	Michael Atlas



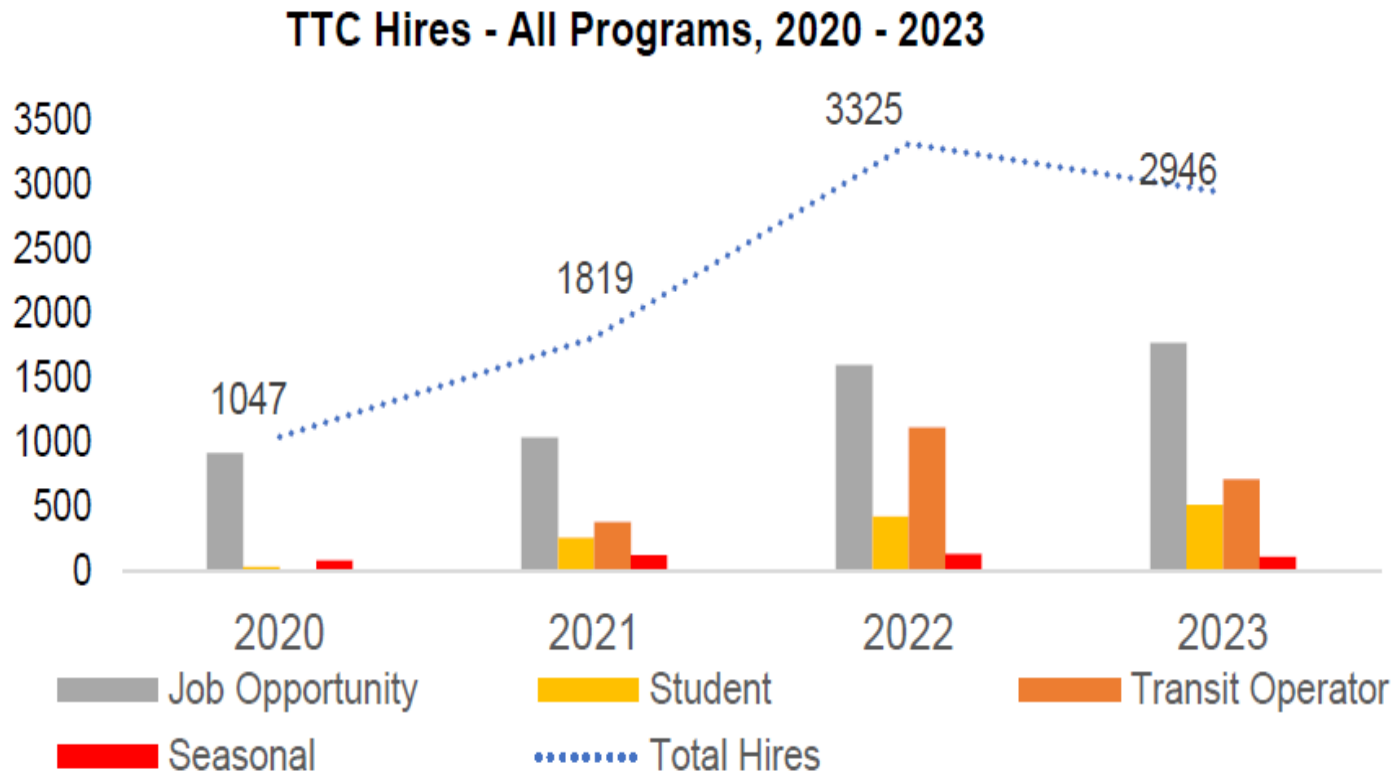
Third party review of data (Action #3)



Highest representation of women ever; the TTC continues to diversify



Recruit women into Transit Operations (Action #4)



Women represented over 40% of transit operator new hires in 2021, 2022 and 2023



Refocus Recruitment and Outreach Strategies (Action #5)

31

Neighborhood
Improvement Areas

200

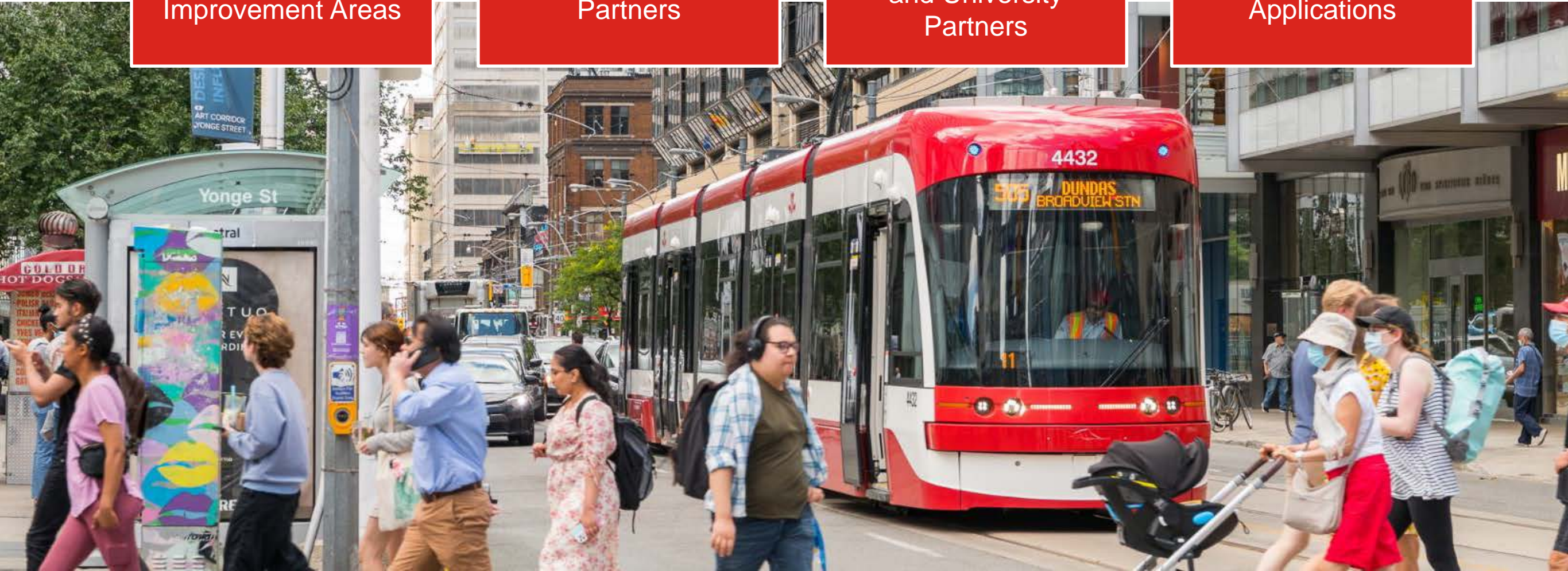
Employment
Partners

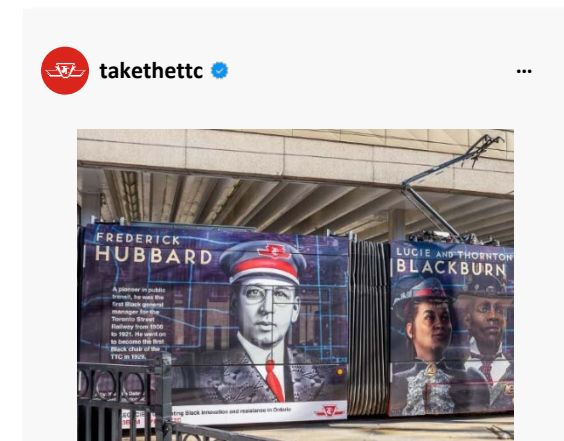
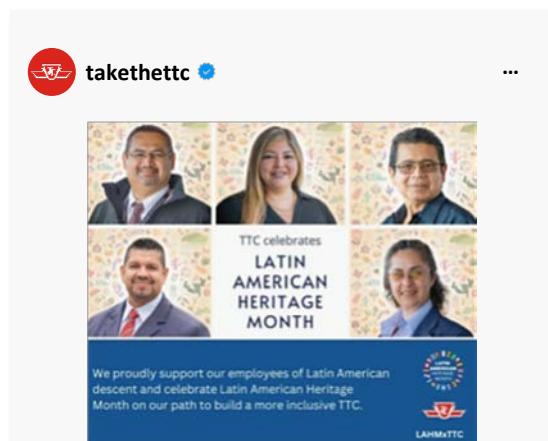
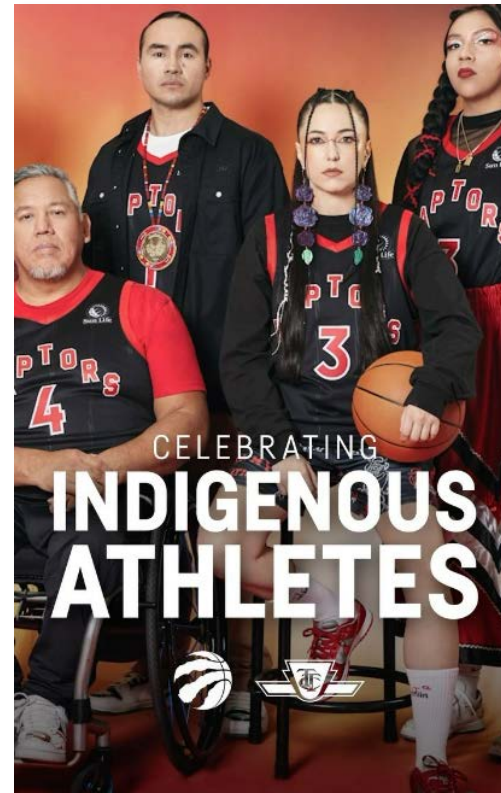
12+

College, High School
and University
Partners

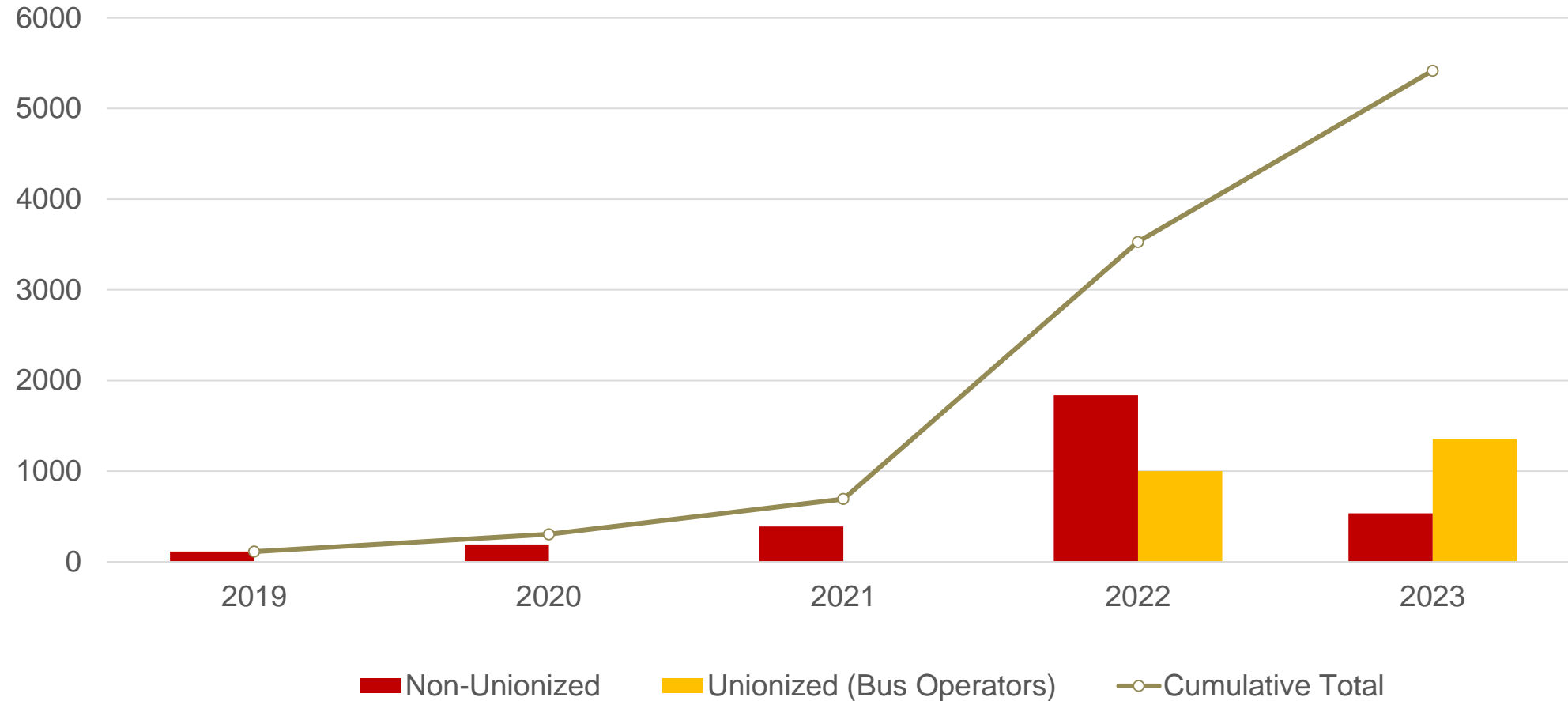
12000+

Transit Operator
Applications





Greater Organizational Training (Action #7)



Over 5,000 employees have completed the CABR training; in 2023 we saw the highest completion rates for operators in the CABR training program



Procurement Equity (Action #8)

- ❑ Corporate EDIA and green procurement goals embedded into procurement policy.
- ❑ Evaluation of vehicle bids for hybrid and electric buses include environmental “green” components along with procurement equity factors to gauge and score bidders' commitment to EDI and sustainability.
- ❑ Procurements in development will include strategies to increase equity and diversity in the contractors' workforce on specific TTC projects; contractor required to collect demographic data while maintaining diverse workforce targets.



DCG continues to work with Procurement and Category Management (PCM) Group towards a procurement equity strategy, to support the changes to the existing Procurement policy

RP and SC Culture Change (Action #9)



Structure for success

Department Reorganized

Hiring Practices that Promote Diversity, Equity and Inclusion



Modernize policy, procedures, standards and programs

Body-Worn Camera and In-Car Camera Policy development and consultation

Use of Discretion Policy development and consultation

Use of Force Policy development and consultation



Overhaul training and monitoring systems



Update technologies

Mobile By-Law Ticketing

Hand-Held Point of Sale Device Refresh in 2023

Anti-Racism, Mental Health, and Confronting Anti-Black Racism Training



International Best Practices and Partnerships (Action #10)

Interview: How the TTC's first-ever chief diversity, culture officer is driving change



Human Resources Management Institute Canada **Invitee** for Insights from Thought Leaders, Initiatives Launched, Best Practices Employed, and Lessons Learned



MBTA Virtual Peer-to-Peer Exchange: New Hire Recruitment, Hiring, On-Boarding

51st National Meeting and Training Conference
Presenter: Creating a Culture of Inclusivity



TTC received the Marketing and Communications **Award** for the *Be Essential*. The Employer Brand campaign contributed to enhancing gender diversity within the organization, and highlighted roles in IT, HR, finance, and management positions.



American Public Transportation Association

APTA Transformation Conference & EXPO 2023 **Presenter:** Workforce Success Stories: Learn from Today, Prepare for Tomorrow



COMTO A View From the Whitehouse: **Briefing and presentation** that was shared by Ryan Berni, Senior Advisor to the President of the United States for Infrastructure Implementation and Jobs Act (IIJA)..



2021



Toronto & Region

COMTO Lessons Learned **session:** Introducing a 10-Point Plan for Diversity and Inclusion at the TTC



2022



First Canadian transit agency invited to join the Board as a **Board Member At-Large Member**



2023

Forbes - Canada's Best Employers for Diversity 2023



52nd Annual National Meeting and Training Conference
COMTO National Board of Directors Meeting
COMTO 2023 Celebrating Women Who Move The Nation!

TTC received the Equity, Diversity and Inclusion **Award** at the launched partnership with Special Olympics Ontario, promoting inclusion for people with intellectual disabilities through sports



CUTA's 2023 Annual Conference and Transit Show
Presenter: Reshaping and Diversifying the TTC: *Recruiting in a Post-COVID World*



The Road Ahead – Key Initiatives for 2024 and beyond...

Action	Focus	Initiatives
1	Structure for Success	<ul style="list-style-type: none"> Launch new Women and Diversity Committee structure
2	Appoint a third party advisor to review and assess existing practices	<ul style="list-style-type: none"> Anti-Racism Strategy and Policy Implementation Inclusion Charter
4	Recruit women and increase diversity in Transit Operations	<ul style="list-style-type: none"> 40% representation of women commitment expanded to include non-unionized roles Implement women and gender-diverse safety audit
5	Refocus Recruitment and Outreach Strategies	<ul style="list-style-type: none"> Truth & Reconciliation Action Plan Outreach Employee Accessibility Strategy & Plan Outreach Neurodiversity in TTC Initiative pilot program Outreach Racial Equity Advisory Committees (REACs) for Staff and for customers
7	Greater Organizational training	<ul style="list-style-type: none"> Develop mentorship program for Black and racialized staff Review EDIA offerings in the Management Essentials Program Partner with Upskill to launch Inclusive Leadership Program
8	Establish a procurement policy grounded in equity and diversity	<ul style="list-style-type: none"> Launch RFP for advisor and procurement equity to develop TTC's fulsome procurement equity program
10	Learning from International Best Practice and develop strategic partnerships	<ul style="list-style-type: none"> Employee Resource Groups (ERGs)



