



## **STAFF REPORT ACTION REQUIRED**

### **2014 Annual Report on Diversity and Human Rights Achievements**

<b>Date:</b>	September 24, 2015
<b>To:</b>	Human Resources and Labour Relations Committee
<b>From:</b>	Chief Executive Officer

#### **Summary**

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The purpose of this report is to provide information to the Human Resources and Labour Relations Committee on the Toronto Transit Commission's ("TTC") diversity and human rights achievements in 2014 and plans for 2015/2016.

Until the end of 2014, the majority of TTC's diversity and inclusion initiatives were handled by TTC's Human Resources Department, with other departments handling individual ad hoc diversity and inclusion initiatives which applied to their areas. In 2015, TTC renewed its commitment to diversity and inclusion, by expanding the Human Rights Department's mandate and centralizing all diversity and inclusion functions through its newly named Diversity and Human Rights Department ("DHRD").

The DHRD developed a two-year plan for 2015 and 2016, to provide a framework to systematically advance diversity and inclusion initiatives in a coordinated manner. A chart summarizing the two-year diversity and inclusion plan is attached at Appendix A. By assigning leadership and dedicated resources to these initiatives, TTC will strengthen its ability to advance diversity and inclusion goals, and ultimately provide more equitable and accessible employment and services. The diversity and inclusion plan will also help to advance the People strategic objective under TTC's Corporate Plan and help to advance TTC's Employee Charter, which is attached at Appendix B.

This report provides baseline information on TTC's diversity and human rights initiatives in 2014. This report will also describe TTC's action plan for 2015, and the initiatives which have been completed or are in progress to date in 2015.

It is recommended that the Human Resources and Labour Relations Committee:

1. Approve the diversity and inclusion plan; and
2. Authorize forwarding this report to the Board, for the report in turn to be provided to City Council, through the Executive Committee, for information purposes.

## **Financial Summary**

In order to implement City Council's direction to advance and track diversity and human rights achievements, it is necessary to incur approximately \$48,000 in unbudgeted operating expenses in 2015. These funds will be applied to the prorated cost of establishing resources to advance the diversity and inclusion plan, and to developing diversity and inclusion training for employees. Sufficient funds will be included in 2016 to cover the recurring portion of these costs.

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

## **Accessibility/Equity Matters**

This report summarizes the key steps TTC is taking to make its policies, programs and services more accessible and equitable for all. As described above, producing an Annual Report on Diversity and Human Rights Achievements informs the Human Resources and Labour Relations Committee, the Board, City Council, and members of the public on the plans and progress TTC is making in delivering policies, programs and services that meet the needs of TTC's diverse employees and customers. This report also promotes better decision making at TTC to produce more equitable outcomes, and it helps to drive accountability for diversity, accessibility and human rights at TTC.

## **Decision History**

By decision dated December 2008, City Council adopted the AG's report and recommendations in Item AU9.4 "Audit of City Performance in Achieving Access, Equity and Human Rights Goals". Motions 27 and 28 apply to the City's major agencies, boards, commissions and corporations and require the following:

#27. The City Manager establish a formal process whereby access, equity and human rights initiatives and accomplishments by the City's major agencies, boards, commissions and corporations is systematically tracked and reported to City Council on a periodic basis; and

#28. City Council request the City major agencies, boards, commissions and corporations complete an access, equity and human rights plan consistent with divisional action plans by 2010. The City Manager should facilitate the planning process and report to City Council on implementation status.

<http://www1.toronto.ca/City%20Of%20Toronto/Facilities%20Management/Shared%20Content/Union%20Station/PDFs/2008-12-01-cc27-dd.pdf>

This report is intended to meet these requirements.

## Issue Background

Diversity and human rights are not only fundamental values of Canadian society, but business imperatives for TTC. TTC is dedicated to ensuring that the full range of unique characteristics and differences of our employees and customers are valued and supported, in order for individuals to feel that a diversity of perspectives is embraced, and that full participation in employment and services is facilitated.

This report will summarize TTC's achievements and future plans in these areas using the following outline:

- A. Employment
  - i. Workforce Demographic and Inclusion Data
  - ii. Policies
  - iii. Training and Development
  - iv. Resource Tools
  - v. Recruitment Strategies
  - vi. Other Employment Strategies
  - vii. Human Rights Consultations and Complaint Handling
- B. Customer Service
  - i. Facilities and Built Environment
  - ii. Website Format
  - iii. Customer and Community Meetings and Consultations
  - iv. Communication Campaigns
  - v. Equitable Fares & Service
- C. Public Confidence
  - i. Equitable Procurement
  - ii. Support, Representation and Awareness-Raising

The following departments were consulted in the preparation of this report: Human Resources, Training and Development, Corporate Communications, Customer Communications, Customer Development, Strategy and Service Planning, Information Technology Services, Materials and Procurement, and Finance.

The diversity and inclusion two-year plan itself has been reviewed and approved by the People Executive Committee, which is chaired by the TTC's CEO and is responsible for the oversight of strategy and tracking of initiatives aimed to advance TTC culture.

Lastly, the diversity and inclusion two-year plan has been reviewed by the Advisory Committee on Accessible Transit (ACAT).

## Comments

### A. Employment

#### i. Workforce demographic and inclusion data

A key aspect of TTC's commitment to supporting diversity and inclusion is the need for TTC to attract and retain a qualified and talented workforce that reflects the diversity of its customers and the City of Toronto. TTC collects and maintains workforce diversity demographic data to measure the degree to which TTC is meeting this goal, and to identify trends, barriers, and areas for improvement. This data has been drawn from two sources; a voluntary self-identification employee survey which TTC conducted in 2006, and voluntary self-identification employee after-hire questionnaires from 2006 to present. TTC's categories of demographic data collection correspond to the four federal employment equity designated groups: women, "racial minorities", people with disabilities, and people of Aboriginal origin. This data is compiled and benchmarked annually against Toronto's Census Metropolitan Area (CMA) and transportation industry data.

TTC also launched an Employee Engagement Survey in 2014, to measure the degree to which TTC's employees felt engaged and satisfied with TTC as an employer. The survey questions focused on eight categories: job, safety, team, company, working environment, manager/supervisor, training & development, and performance & reward.

A summary of TTC's 2014 diversity demographic data is attached at Appendix C. The 2014 diversity demographic data demonstrates that TTC has made some strides towards building a diverse workforce, however opportunities still remain to make our workforce more diverse and representative of our customers and the City of Toronto. Through the diversity and inclusion two-year plan (and described in more detail below throughout sections A (ii) to C (ii)), TTC will make concentrated efforts to improve these demographic representation levels over time. TTC will also strive to improve its data collection practices by exploring the following options for implementation in 2016:

1. Updating and expanding the categories of people for which TTC collects self-identification data, for example to include people who self-identify as LGBTQ+ (lesbian, gay, bisexual, trans, two-spirit, queer, questioning, plus);
2. Adding in a mechanism to track inclusion and engagement responses by demographic groupings, in order to measure the extent to which employees who self-identify as belonging to marginalized groups feel included and engaged in the workplace; and
3. Resurveying TTC's employee population by the end of 2016. As the TTC's voluntary Employee Engagement Survey takes place every two years, with the next one scheduled for Q4 2016, we will launch a combined survey to track demographic information and employee perceptions of inclusion and engagement

in the workplace at the same time. Following the survey launch in 2016, TTC plans to administer future surveys at regular intervals.

## **ii. Policies**

TTC has several policies which address the obligations, requirements and principles of human rights, accessibility, diversity and inclusion, including but not limited to the Respect and Dignity Policy, the Accommodation in the Workplace Policy, the Equal Opportunity Policy, the Employment Policy, and the Code of Conduct Policy.

In 2015, TTC is currently augmenting its existing policies by:

1. Developing a Diversity and Inclusion Policy to outline the framework, goals and obligations of all TTC employees to foster and advance diversity and inclusion in the workplace and service environment; and
2. Reviewing all other relevant Human Resources policies to ensure that they conform with TTC's diversity and inclusion goals and objectives.

## **iii. Training and Development**

Training is conducted by TTC to inform all employees of existing legislation and corporate policies related to human rights, accessibility, diversity and inclusion. This training assists employees at all levels to develop the knowledge and skills necessary to interact with colleagues and customers in a respectful and inclusive manner.

In 2014, the mandatory training programs which included instruction on these topics included:

- Human Rights (workplace harassment and discrimination) training for employees and supervisors;
- *Accessibility for Ontarians with Disabilities Act* (AODA) training for employees and supervisors, which included training on the Customer Service Standards and the Integrated Accessibility Standards;
- Customer Service training for employees and supervisors who provide direct service to customers, which includes instruction on interacting, communicating with and accommodating people with disabilities; and
- *Ontario Health and Safety Act* (OHSA) training for employees and supervisors.

TTC also provides professional development opportunities to employees, which includes elective e-learning courses, customized training, tuition aid, and career counselling services. TTC employees, including employees from equity-seeking groups, can access TTC's professional development resources to build upon and upgrade their skills. For example, TTC employees can register for internal courses or request tuition aid for external courses to assist them with language skills training, business skills training, management training, etc.

In 2015, TTC has completed or is in the process of completing the following to augment its existing training and professional development programs:

1. TTC has launched a specialized training program on psychologically healthy workplaces. The purpose of this program is to raise awareness about mental health and mental illness to better inform TTC employees about this key aspect of a safe and healthy working environment. This augments existing training regarding the accommodation of employees and customers with disabilities, and interacting with people experiencing mental health issues;
2. TTC has become an Employer Partner of the Canadian Centre for Diversity and Inclusion (CCDI), which provides TTC employees with unlimited access to CCDI's knowledge repository, research information, webinars and networking forums on topics related to diversity and inclusion;
3. TTC is developing a customized diversity and inclusion training program for all employees. The purpose of this program is to provide instruction on building a diverse and inclusive workforce, delivering inclusive services to TTC's diverse customers, developing cultural competency, and understanding unconscious biases. The training program will include material tailored to specific employee groups, such as inclusive leadership skills for managers and supervisors, and inclusive recruitment for human resources professionals. TTC will launch the program at the end of 2015 by commencing training for managers, supervisors, human resources personnel, training personnel, Transit Enforcement Officers and Transit Fare Inspectors. TTC will also begin to incorporate diversity and inclusion training into the new employee onboarding/orientation programs and the operator and maintenance employee recertification programs in 2015. TTC's remaining employees will receive diversity and inclusion training in 2016; and
4. TTC is exploring opportunities to expand TTC's internal e-learning professional development courses offered to employees, including employees from equity-seeking groups.

#### **iv. Resource Tools**

A number of resource tools are available for TTC employees, including pamphlets and guidelines for employees and supervisors on TTC's Employee and Family Assistance Program, respect and dignity in the workplace, preventing and addressing workplace harassment and violence, achieving mental health, and guidelines on addressing crisis and threats of suicide.

In 2015, TTC has created or is in the process of creating additional resource tools to further embed diversity, inclusion and human rights into all functions of the TTC, including:

1. TTC has developed and launched a new template to assist employees in drafting

- Board Reports. This resource includes a mandatory section related to equity and accessibility, which prompts Board Report authors to consider and address any issues and/or barriers related to equity and accessibility in relation to the project, program or policy they are addressing in their Board Reports;
2. TTC has developed and launched a Business Case methodology template for new projects and initiatives, which includes an equity and accessibility section to prompt employees to consider issues and/or barriers to equity and accessibility; and
  3. TTC is currently developing a “Diversity and Inclusion Lens”, which will be a broader tool for all employees to utilize in decision and policy making. This tool will help employees, managers and supervisors to identify and address potential unintended barriers and negative impacts to diversity and inclusion in the workplace and in the provision of services.

**v. Recruitment Strategies**

There are a number of recruitment strategies which TTC employs to attract and recruit a diverse workforce. TTC’s job opportunity advertisements include a diversity commitment statement encouraging people from diverse backgrounds to apply for positions. TTC places job opportunity postings on websites such as Equitek, designed to reach diverse candidates. TTC conducts targeted diversity outreach through career fairs and information sessions to diverse groups. TTC provides internship and student placement opportunities to diverse candidates. TTC runs a summer student employment program to provide job opportunities for high school and post-secondary students. TTC also supports the hiring and promotion of foreign trained professionals through the acceptance of academic credentials of individuals educated outside of Canada. The following chart summarizes in greater detail some of these key recruitment activities in 2014:

Recruitment Activity	Quantitative Data
TTC Outreach Activities (career fairs and information sessions) for diverse applicants	142 partners in TTC’s outreach database  Conducted 8 information sessions targeting diverse job applicants  Attended 5 career fairs targeting diverse job applicants
Internship and placement opportunities for diverse applicants	Participated in 4 placement programs designed to provide job placement opportunities to diverse applicants, including MicroSkills Development, Career Edge, TDSB Enhanced Language Training for Employment, ACCES Employment.

	<p>17 internships were provided to diverse applicants.</p> <p>2 individuals hired from COBT Hammer Heads Program, which provides career opportunities to youth in under-resourced neighbourhoods</p>
TTC Summer Student Employment Program	4 high school and 314 post-secondary students placed in summer jobs at TTC

To enhance these strategies, TTC's recruitment process is designed to ensure that interview and hiring decisions are made on an objective and bias-free manner. Candidates are shortlisted by reference to the express criteria contained in the job description. Structured panel interviews are conducted in which a standard interview format is followed for all candidates, and the same set of behavioural interview questions is asked of all candidates to assess their ability to perform the essential duties of that job. At least one employee on each interview panel is required to complete behavioural interview training, and by the beginning of 2016, all panel members will be required to complete the training.

TTC has also embedded accessibility and disability accommodation commitment statements and requirements into its job postings, recruitment process and job performance assessments to hold all employees accountable for accessibility and accommodation. For example, all TTC job descriptions and job postings contain criteria regarding accessibility and accommodation, tailored to each specific position. TTC job competitions contain one or more interview questions to assess candidates' knowledge and experience related to accommodation and accessibility. TTC's performance appraisals include quantitative and qualitative criteria to evaluate performance regarding accessibility and accommodation.

In 2015, TTC is working to enhance its existing efforts and develop new strategies to attract and recruit a diverse workforce, including:

1. Developing an annual outreach schedule to strategically target groups of individuals who are underrepresented at TTC, and increasing the amount of outreach TTC conducts to promote TTC as an employer of choice for diverse applicants;
2. Exploring the possibility of increasing the number of publications/ websites TTC uses for job advertisements to reach more diverse job applicants;
3. Exploring the feasibility of developing more internship opportunities across the organization for diverse candidates, and exploring possible partnerships with



- external organizations who address the needs of diverse job applicants seeking employment;
4. Engaging in targeted recruitment to encourage diverse candidates to apply for TTC's 2016 summer student employment program;
  5. Updating and refreshing TTC's job opportunity commitment statement to encourage people from diverse backgrounds to apply for positions;
  6. Updating TTC's behavioural interview training curriculum for employees. As mentioned above, all employees participating on interview panels will be required to complete the training by January 1, 2016, and TTC will ensure that interview panels include diverse representatives where possible; and
  7. Exploring the possibility of collecting diversity demographic information from job applicants, in order to assess whether diverse candidates are applying for positions at TTC, and whether there are any barriers to diverse candidates being hired for positions.

**vi. Other Employment Strategies**

TTC employs a variety of other strategies to ensure that there is diverse representation at all levels of employment and to create an inclusive environment for employees.

In 2014, TTC launched a new rewards and recognition program to recognize and reward employee performance that supports TTC's five year corporate plan to create an empowered, customer-focused workforce, and to reward loyalty as demonstrated by long service. The program reinforces TTC's core values of leadership, teamwork, customer service, safety, innovation and creativity. The awards celebrate employees who inspire, motivate, collaborate, build mutual trust, and act with integrity and professionalism.

TTC employees and TTC's Recreational Council also host informal social events at various work locations celebrating a variety of diverse cultural events and days of significance. For example, Diwali celebrations, Eid celebrations, Caribbean Carnival celebrations (previously named Caribana), and International Pot Luck celebrations were held in 2014, in addition to an annual toy drive held for the Canadian Center for Abuse Awareness.

In 2015, TTC is working to enhance and build upon these existing diversity and inclusion strategies by:

1. Developing a mentoring and succession planning program to assist with the advancement and retention of all employees, including those from diverse backgrounds who are underrepresented at TTC. The goal of creating these programs is to generate more opportunities for employees to feel included and engaged in the workplace, and to increase access to leadership positions;

2. Working towards building diversity and inclusion commitments and accountability into 2016's performance appraisals for employees; and
3. Adding diversity and inclusion criteria into 2016's rewards and recognition program, under TTC's existing leadership, teamwork and customer service awards.

#### **vii. Human Rights Consultations and Complaint Handling**

The DHRD provides advice and complaint-resolution services to address matters related to accommodation, harassment, discrimination and violence involving employees and customers. For further information regarding the number and types of matters addressed by the DHRD in 2014, please refer to the 2014 Annual Human Rights Report.

Over time starting in 2015 and 2016, TTC hopes to see a reduction in the number of complaints reported to the DHRD as a result of the proactive initiatives introduced under the two-year plan to improve diversity and inclusion.

### **B. Customer Service**

#### **i. Facilities and Built Environment**

TTC has a long history and strong organizational commitment to making its services inclusive and accessible for all. TTC delivers accessible conventional and specialized transit service throughout the City of Toronto. TTC is committed to providing safe and courteous transit services in a manner that respects the dignity and independence of all customers, and promotes the principles of integration, inclusive design, and equal opportunity.

TTC has created a comprehensive plan to achieve an accessible public transit system, which also meets the requirements of the AODA and its regulations by 2025. The 2014-2018 TTC Multi-Year Accessibility Plan outlines 41 key objectives to improve accessibility of TTC's services and facilities over five years. In 2014, key accomplishments included:

- Launching the first new low-floor accessible streetcars on route 510 Spadina;
- Opening two more accessible stations, Dufferin and Lawrence West;
- Completely revamping the TTC's priority seating program, including new information decals in all vehicles, a comprehensive education campaign, and new blue seats in priority seating areas; and
- Upgrading the Wheel-Trans online booking website to enable customers to add new addresses online.

Major planned initiatives from 2015 to 2018 include:

- Completing “Easier Access” accessibility upgrades, including elevators, automatic doors, and improved signage and wayfinding, at nine additional subway stations;
- Installing external announcements on vehicles to advise customers of the route and direction prior to boarding;
- Revising Wheel-Trans eligibility criteria to comply with AODA regulations;
- Ensuring that TTC implementation of the PRESTO Fare Card System is accessible for customers with disabilities; and
- Implementing a real-time elevator and escalator monitoring system to reduce downtime resulting from unplanned outages.

For further information, please refer to the full 2014-2018 TTC Multi-Year Accessibility Plan, and TTC’s 2015 Accessibility Plan Status Report.

[https://www.ttc.ca/About\\_the\\_TTC/Commission\\_reports\\_and\\_information/Commission\\_meetings/2014/April\\_30/Reports/2014\\_2018\\_TTC\\_MultiYear\\_Accessibility\\_Plan.pdf](https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2014/April_30/Reports/2014_2018_TTC_MultiYear_Accessibility_Plan.pdf)

[https://www.ttc.ca/About\\_the\\_TTC/Commission\\_reports\\_and\\_information/Commission\\_meetings/2015/March\\_26/Reports/2015\\_Accessibility\\_Plan\\_Status\\_Report.pdf](https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2015/March_26/Reports/2015_Accessibility_Plan_Status_Report.pdf)

The achievements for 2015 will be addressed in TTC’s 2016 Accessibility Plan Status Report.

## **ii. Website Format**

TTC is committed to providing a website format that is accessible to the widest possible audience. Currently, TTC’s website is fully compatible with popular screen reading software and was designed for use with or without a mouse. TTC’s website can be navigated using a computer keyboard or other assistive devices. Other accessibility features include the ability to:

- Customize the look of this site to make it easier to read.
- Change text size by using the font size setting in your browser.
- Skip to content, to skip over the repeated content at the beginning of each page (such as the heading and navigation) and go straight to the main page content.
- Navigate using a keyboard, via the Tab key from link to link.
- Alternative text - Images on TTC.ca have alternative text attributes, often known as alt text. This means that when an image is used on a web page to convey information its content is also described in the alt text. This means that the image can be understood by text browsers and assistive technologies such as screen readers.
- Colour reliance and image alternatives: TTC’s website was created with colour impaired visitors in mind. The site was designed and was tested to conform to minimum contrast requirements for visitors with colour-blindness or other ocular

- impairments that could prevent them from reading text that does not have sufficient colour contrast with background colours. Colour reliance and contrast requirements on the TTC web site have been designed to comply with the Web Content Accessibility Guidelines (WCAG) Level AAA standard.
- Scripting languages: TTC's website was created using only standard web technologies and requires no special scripting languages or plug-in software to navigate or use.
  - Tables are used for tabular data only, not used for layout within the TTC website.

In 2015, the TTC continues to actively work towards achieving full accessibility which conforms to the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines 2.0 Level AA.

For further information, please refer to the 2014-2018 TTC Multi-Year Accessibility Plan and TTC's 2015 Accessibility Plan Status Report (document links provided above).

### **iii. Customer and Community Meetings and Consultations**

TTC has made public commitments to improve the services we provide to customers and to consult with and seek input from customers and members of the public on same. Specific consultation opportunities include:

1. ACAT: provides a mechanism for ongoing public participation in decisions affecting accessible transportation in the City of Toronto. The Committee is comprised of a 15-member volunteer group which reports to the Board of the TTC. ACAT represents a broad spectrum of people with disabilities, including people with physical, sensory, or communication disabilities, seniors, and advocates for people with disabilities. ACAT and its five subcommittees (Administration, Communications, Design Review, Service Planning, and Wheel Trans Operations) are deeply involved in reviewing plans, vehicle and station designs, operating procedures of TTC services, and new PRESTO fare system requirements and devices. The TTC has worked with ACAT through its Service Planning Subcommittee to ensure that the vision, goals, and objectives of this multi-year accessibility plan meet the needs of people with disabilities and seniors. ACAT also reviews, provides input on, and helps to deliver aspects of TTC's training involving customers with disabilities. ACAT meetings are held monthly and are open to the public.
2. TTC's Public Forum on Accessible Transit: is held annually to seek input from TTC customers and the public regarding how to make TTC services and facilities better for people with disabilities. The seventh annual forum was held on September 17, 2014. Issues identified in the forum which TTC is working to address for 2015 and beyond include: improving Wheel-Trans operating procedures, vehicle and station designs, accessible services, customer information, signage and customer service.

3. TTC's Customer Liaison Panel: is another way in which customers can provide broader feedback and suggestions for improvement. Customer Liaison Panel members represent a cross section of TTC's ridership and meet regularly to discuss issues and initiatives affecting all customers.
4. TTC's Town Hall meetings: are held in various locations across the City of Toronto to give customers the opportunity to meet senior management representatives from various departments, discuss their experiences on the system, and to provide feedback, comments and concerns to TTC's Senior Management team.
5. TTC's monthly "Meet the Managers" events: provide customers with the opportunity to speak with TTC managers in a personal way. These events take place at subway stations and surface interchanges throughout the system.
6. TTC's Customer Service Centre: is also open daily from 7:00 a.m. to 10:00 p.m. to take customer complaints, compliments and suggestions in multiple formats.

The customer and community meetings and consultations described above are all held in accessible meeting locations, and customers are given the opportunity to ask questions and provide feedback and comments in multiple formats. Closed captioning and ASL Interpreters are provided for the Public Forum on Accessible Transit and the Town Hall meetings, and the same services are available upon request for other customer and community meetings.

In 2015, all of these initiatives have been continued and TTC will look for further opportunities to consult with and seek input from customers and the public on TTC initiatives and services.

#### **iv. Communication Campaigns**

TTC strives to ensure its communications to customers and members of the public are inclusive. In addition to some of the accessible communication formats referenced above in B (i) and (ii), TTC's communication campaigns include accessible features, such as accessible font sizes. Where TTC implements targeted communications to neighbourhoods with a high proportion of defined demographic groups, multiple format communications are implemented. For example, on the Spadina construction project, information was produced in multiple languages so it could be accessed by the non-English speaking members of the Chinese community, and information was provided in person, in-print, and online.

In 2015, these initiatives have been continued and we will look for further opportunities to communicate with TTC customers and the public in an inclusive manner.

## **v. Equitable Fares and Service**

For many years, TTC has provided discounted fares for seniors, students and children. In 2014, TTC made changes to its fare policy for students, making it easier for students to access discounted fares. Effective September 1, 2014, students between 13 and 15 years of age do not require identification, and students between 16 and 19 years of age were able to present High School photo ID or government issued photo ID as identification.

In 2015, TTC is building upon these initiatives by:

1. Effective March 1, 2015, TTC announced changes allowing children aged 12 and under to ride for free, making transit more affordable and therefore accessible for families; and
2. TTC is working with the City of Toronto on the public transit elements of the Poverty Reduction Strategy and collaborating on the development of a “Policy Framework for Transit Fare Equity” to be submitted to Toronto City Council early in 2016.

## **C. Public Confidence**

### **i. Equitable Procurement**

In 2015, TTC is exploring ways it can take proactive steps to reduce barriers to diversity and inclusion in our supplier chains. TTC will also work with the City of Toronto to explore a range of social value purchasing initiatives which could be applied to TTC’s procurement practices.

### **ii. Support, Representation and Awareness-Raising**

TTC supports and participates in external community events to demonstrate its commitment to diversity and inclusion. For example, TTC employees participate annually in the Toronto Celebration of Cricket, and the team won the CIMA Mayor’s Trophy in 2014. TTC also supports Toronto’s Pride celebrations annually. For World Pride in 2014, a TTC bus was wrapped in rainbow colours to show the TTC’s commitment to diversity and inclusion, and TTC family and friends joined the march with TTC’s rainbow bus. In addition, a commemorative plaque was installed at Wellesley Station in 2014 to honour the local community in hosting World Pride and the TTC’s commitment to LGBTQ+ rights.

TTC includes articles in the “Toronto Moves” section of the Metro (and its successor, “Connect Toronto” in 24 Hours Toronto) to raise awareness of key issues and events related to accessibility, diversity and inclusion. In 2014, the articles profiled TTC’s diverse employees, included topics such as mental health and accessibility, and celebrated cultural events such as World Pride Day and Black History Month.

In 2015, TTC has continued these activities to support external diversity and inclusion community events.

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## **Attachments**

Appendix A: Highlights of TTC's Diversity & Inclusion Two-Year Plan

Appendix B: TTC's Employee Charter

Appendix C: Summary of TTC's 2014 Diversity Demographic Data

# Appendix A: Diversity & Inclusion Plan Highlights

## 2015

Category	Strategy
Policies	<p>Develop a Diversity and Inclusion Policy</p> <p>Review all other relevant HR and Employment Policies to embed diversity and inclusion where relevant</p>
Training	<p>Develop and launch a diversity and inclusion training program for TTC employees</p> <p>Update and re-launch TTC's behavioral interview training</p>
Awareness	<p>Circulate internal information to raise awareness among TTC employees of diversity and inclusion issues</p> <p>Raise awareness externally by profiling TTC's diverse employees, diversity topics and cultural events through articles in the 24hrs Toronto newspaper</p>
Lens	<p>Develop a Diversity and Inclusion Lens for TTC employees to identify/address unintended barriers and impacts to equity-seeking groups in employment and the provision of services</p>
Data Collection	<p>Continue to collect self-identification demographic data from TTC employees to measure and assess our diversity strategies</p>
Recruitment	<p>Increase TTC's outreach, partnerships, internships and job posting locations to attract more diverse job applicants</p> <p>Update TTC's diversity commitment statement in job postings</p> <p>Mandate that all hiring panel members complete behavioral interview training and ensure that panels include diverse representatives where possible.</p> <p>Consider the feasibility of collecting voluntary self-identification demographic data from job applicants to assist in identifying any systemic issues in the recruitment process</p>
Mentoring & Succession	<p>Develop a program to enhance mentoring and advancement opportunities for all employees, including those from equity-seeking groups</p>





# Appendix A: Diversity & Inclusion Plan Highlights



Procurement Strategies	Explore ways to embed diversity and inclusion into TTC's procurement process to increase supplier diversity
Compliance & Planning	Measure, plan and report achievements and goals annually

2016	
Category	Strategy
Awareness	Continue to build and deepen awareness internally and externally through articles and communications
Lens	Launch and provide training to employees on how to use the Diversity and Inclusion Lens
Resource Materials	Develop other practical tools for employees to embed diversity and inclusion deeper into their everyday practices
Data Collection	Develop and augment new diversity and inclusion data collection practices
Awards & Recognition	Embed diversity and inclusion criteria into TTC's employee rewards and recognition program
Performance Appraisals	Build diversity and inclusion commitments and accountability into performance appraisals for employees
Employee Resource Groups	Assist in bringing together and supporting employee resource groups/networks
Exit Surveys	Explore the feasibility of conducting employee exit surveys which contain diversity questions to understand if reasons for departures are related to diversity
Internal Accessibility	Convene an internal committee to identify barriers/ enhancements to make TTC's internal environment fully accessible
Compliance & Planning	Measure, plan and report achievements and goals annually



# Employee Charter

## APPENDIX B

October 2014

As the TTC continues its modernization and transformation journey, I am proud to share with you the guiding principles of the TTC's first-ever Employee Charter.

It is through the efforts, dedication and professionalism of TTC staff that we will deliver on our vision of *A transit system that makes Toronto proud*. To achieve that, we must create a working environment that is supportive, fair and in which good people feel engaged and able to achieve their full potential.

The charter shares the expectations each of us have for the other. It is a charter that values the organization's most important asset: its employees.

Once we have the results of the Employee Engagement Survey, the Employee Charter will then include commitments in addressing areas in which we need to improve.

Andy Byford  
Chief Executive Officer

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### As an employee, you can expect...

- A culture of honesty, transparency and integrity
- Recognition of excellent performance
- An environment that encourages teamwork
- An opportunity for continuous learning
- A healthy and safe work environment
- To be treated with respect and dignity
- To work in an environment free from harassment
- Progressive performance reviews
- To share concerns without fear of reprisal

### In return, we count on you to...

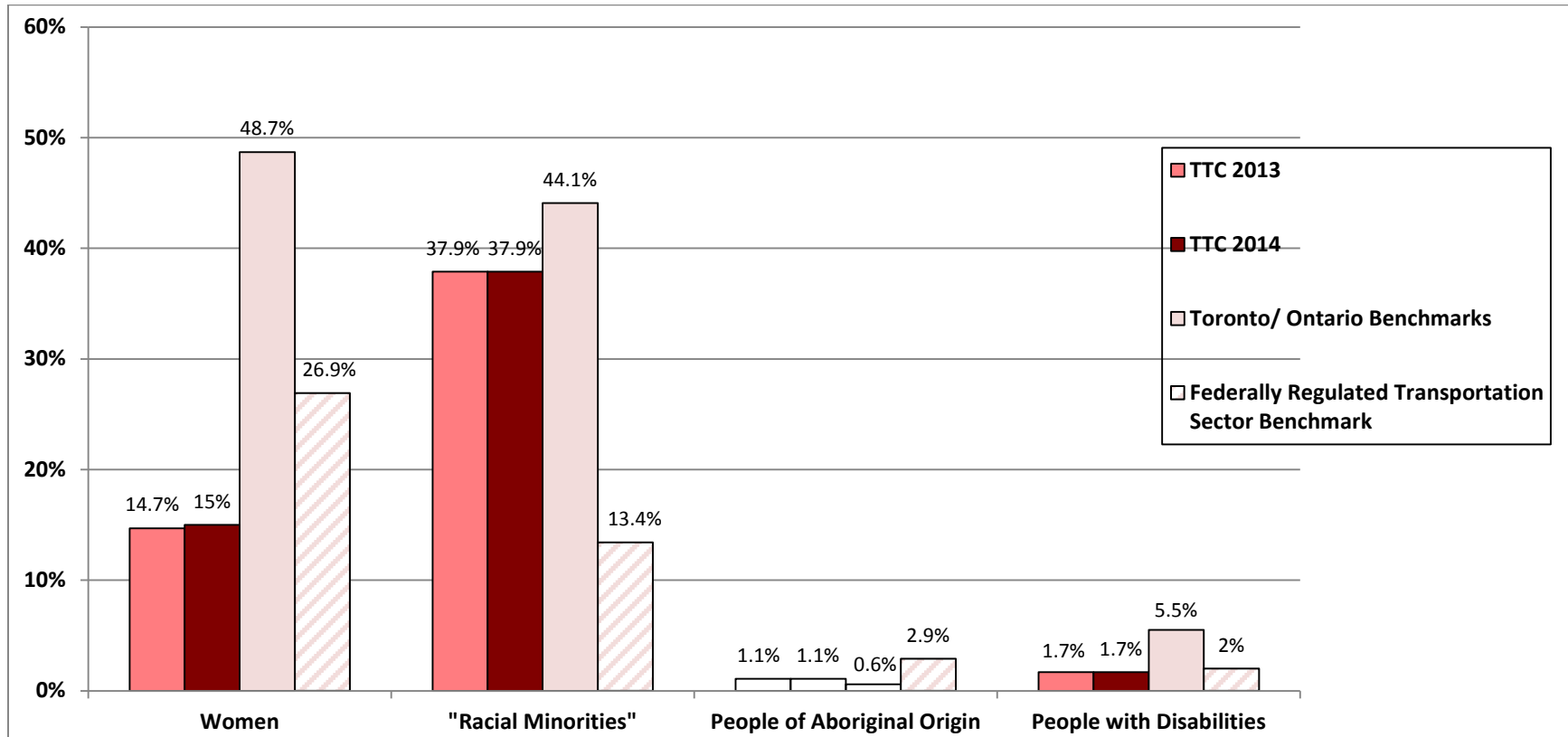
- Value teamwork
- Take pride in a job well done
- Value customers and co-workers equally
- Apply your skills in an effort that maximizes customer satisfaction
- Govern your actions with honesty and integrity
- Work in a safe manner
- Wear your uniform with pride
- Proudly represent the TTC



## Appendix C: Summary of TTC's 2014 Diversity Demographic Data

### TTC's Diversity Demographic Data for 2013 and 2014

(Compared to the 2011 Census of Canada data for Toronto Census Metropolitan Area and Ontario Benchmarks<sup>1</sup>, and to Federally Regulated Transportation Sector data collected under the Employment Equity Act Annual Report 2014<sup>2</sup>)

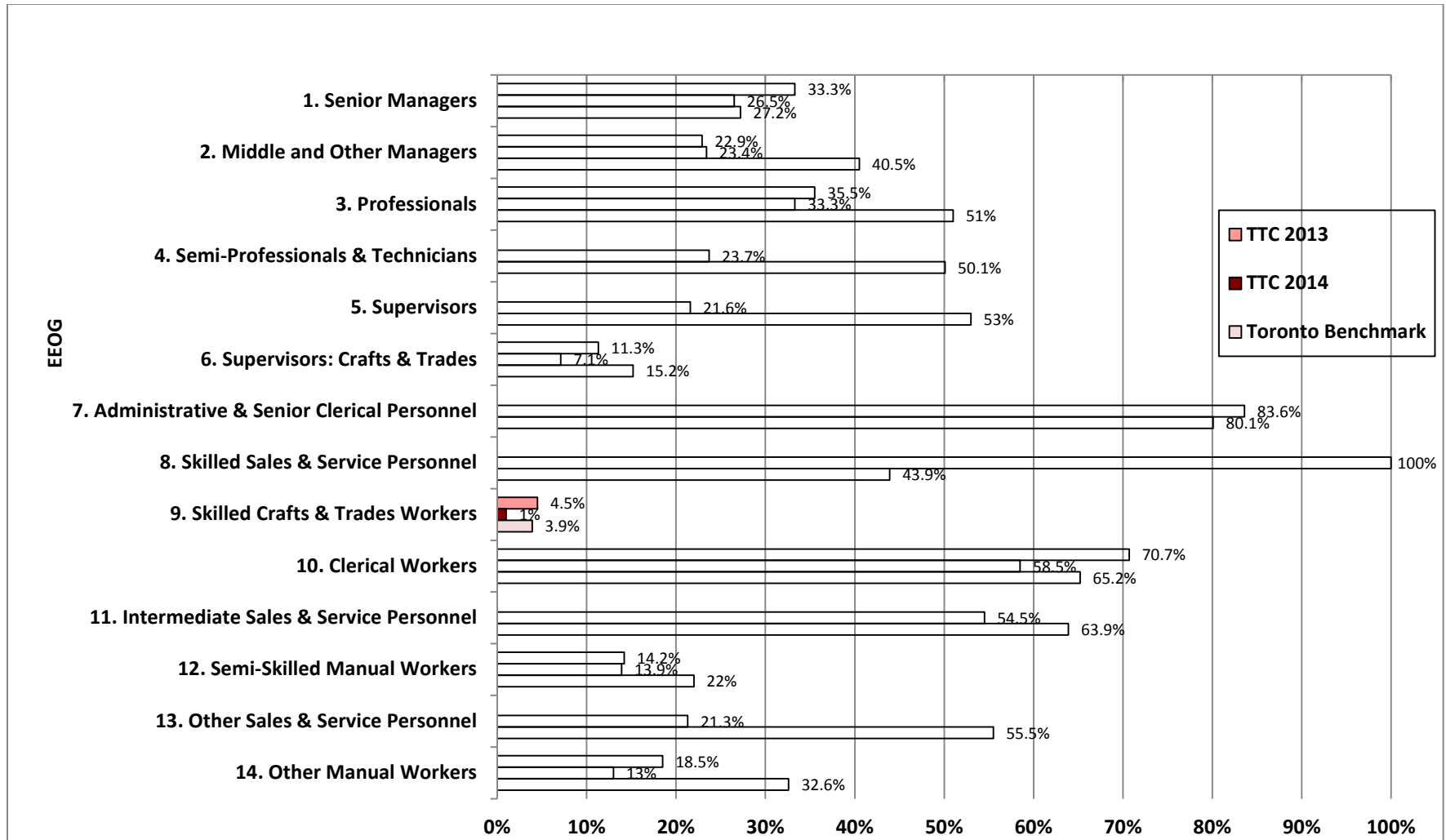


<sup>1</sup> The comparator group used for women, "racial minorities" and people of aboriginal origin is the 2011 Census of Canada data for Toronto Census Metropolitan Area. The comparator group used for people with disabilities is the 2011 Census of Canada data for Ontario (due to statistical unreliability which can be associated with small numbers, Statistics Canada makes disability data available only at the provincial level).

<sup>2</sup> 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. Furthermore, the representation levels (%) for the designated groups across Canada may not accurately reflect representation levels in Toronto. For example, Toronto's population of racial minorities is higher than the national average; therefore, it is not surprising that Toronto's employment representation level for this group is higher than the national average.

## Appendix C: Summary of TTC's 2014 Diversity Demographic Data

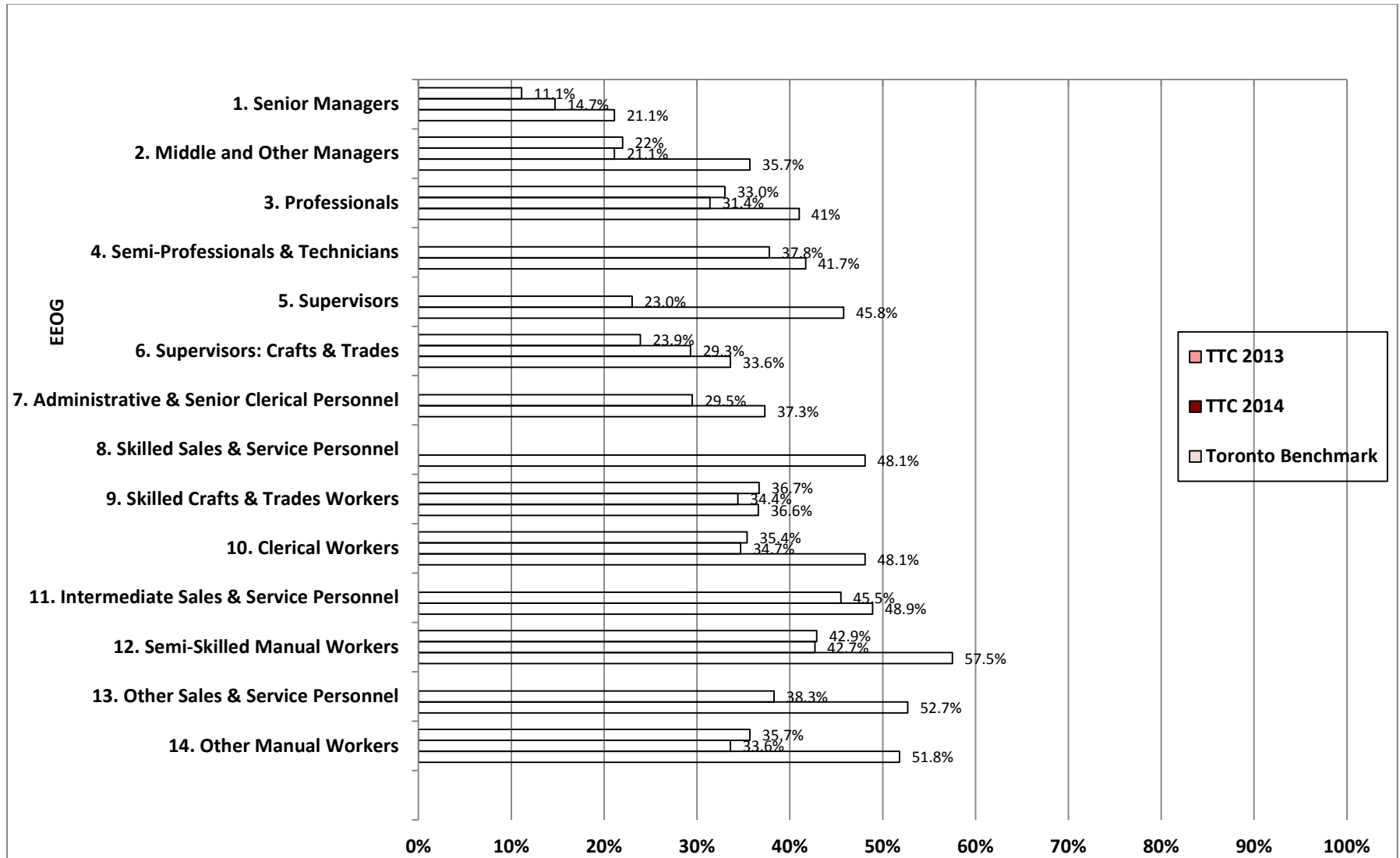
**Women (%) by Employment Equity Occupational Groups (EEOG)<sup>3</sup>**



<sup>3</sup> Comparator: 2011 Census of Canada data for Toronto Census Metropolitan Area (CMA). Please note that TTC re-examined and reclassified its occupational groupings in 2014 to comply with the new 2011 NOC definitions and EEOG classification system. As a result, all active TTC occupations are now represented across 14 EEOG classifications (instead of the eight EEOGs represented in 2013). The new EEOGs represented are: 4, 5, 7, 8, 11 and 13.

## Appendix C: Summary of TTC's 2014 Diversity Demographic Data

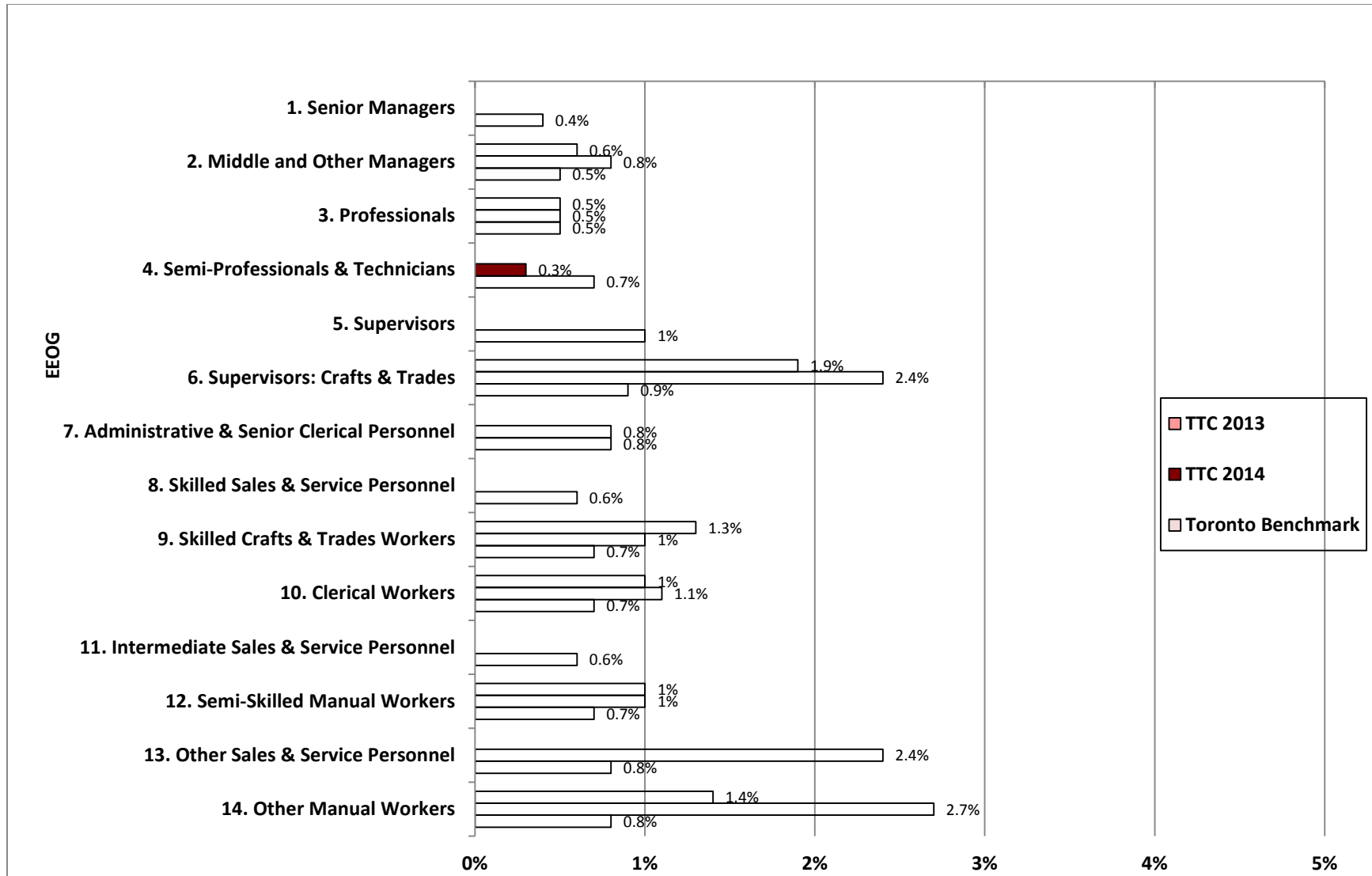
### “Racial Minorities” (%) by Employment Equity Occupational Groups (EEOG)<sup>4</sup>



<sup>4</sup> Comparator: 2011 Census of Canada data for Toronto Census Metropolitan Area (CMA)

## Appendix C: Summary of TTC's 2014 Diversity Demographic Data

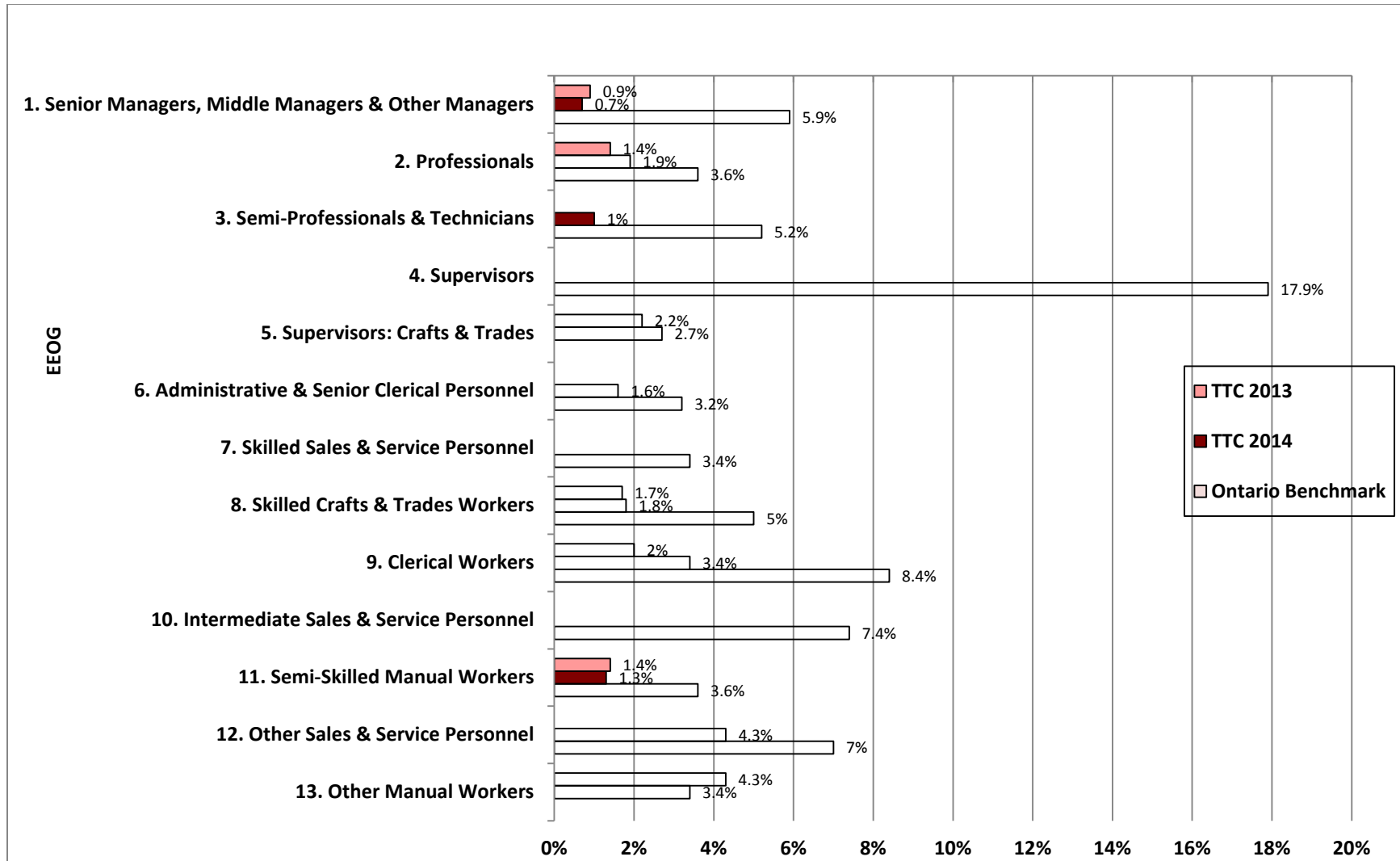
### Aboriginal and First Nations by Employment Equity Occupational Groups (EEOG)<sup>5</sup>



<sup>5</sup> Comparator: 2011 Census of Canada data for Toronto Census Metropolitan Area (CMA)

## Appendix C: Summary of TTC's 2014 Diversity Demographic Data

### People with Disabilities by Employment Equity Occupational Groups (EEOG)<sup>6</sup>



<sup>6</sup> Comparator: 2011 Census of Canada data for Ontario