FOR INFORMATION	PUBLIC	OPEN SESSION

TO: Business Board

SPONSOR: Kelly Hannah-Moffat, Vice-President, People Strategy, Equity & Culture
CONTACT INFO: 416-978-7156, hannah.moffat@utoronto.ca

PRESENTER: Same as above.
CONTACT INFO:
DATE: April 6, 2022 for April 26, 2022

AGENDA ITEM: 4

ITEM IDENTIFICATION:

Annual Report, 2021: Employment Equity Report

JURISDICTIONAL INFORMATION:

This report is provided for information only. Business Board has jurisdiction over employee policies and terms and conditions of employment for administrative and unionized staff.

GOVERNANCE PATH:

1. **Business Board [For Information] (April 26, 2022)**

PREVIOUS ACTION TAKEN:

Business Board received the 2020 Employment Equity Report on April 17, 2021.

HIGHLIGHTS:

The Employment Equity survey is a voluntary, confidential questionnaire open to all employees (appointed and non-appointed). The survey allows the University to analyze its workforce composition relative to the Canadian workforce, using the principles outlined in the Federal Contractors Program (FCP). This report marks the first time since the relaunch of the survey that the analyses have been moved to an online dashboard. High level highlights of the past year for faculty, librarians, and staff continue to be summarized in the report itself.
This report is for internal use and informs recruitment practices designed to improve representation rates from underrepresented groups; retention programs designed to support and respond to the diverse needs of all employees; and inclusivity initiatives designed to enhance the employee experience.

Key Points from the Report:

- This report covers the period of January 1 – December 31, 2021 and contains response data from the Employment Equity Survey and applicant information from the University's applicant tracking system.

- The 2021 Employment Equity survey had a 90.6% response rate (a 1.1% increase from the previous reporting period, and the highest since the relaunch of the Employment Equity Survey in 2016)

- Questions capture data related to:
    - Gender identity
    - Sexual orientation
    - Indigenous or Aboriginal People of North America
    - Persons with disabilities
    - Racialized or persons of colour
    - Ethno-cultural identity

- Respondents may choose to respond to some or all questions in the voluntary survey. Respondents can choose more than one response per question and can modify their responses at any time within the reporting period

- References to representation increases or decreases year-over-year refer to information published in the Report on Employment Equity 2020. In some cases, changes in representation are the product of a clearer sample of an existing employee base, rather than concrete changes in representation

- Includes internal and external workforce analysis of women, racialized persons, Indigenous persons, and persons with disabilities. The report also captures data with respect to those who identify as 2SLGBQ+ (though there is no external comparative data)
- Includes analysis of intersectionality and overlap of identities (e.g. what proportion of women also identify as racialized/persons of colour?)

- Includes analysis of tri-campus representation rates

- Includes representation analysis and intersectional identities of persons who self-identify outside of gender binaries

- Online information related to representation rates of CUPE 3902, Unit 1

- The representation rates for applicants, new hires, and staff who self-identified as Racialized of Persons of Colour, Black, Persons with Disabilities, and 2SLGBQ+ increased from the previous reporting period

- The representation rates of appointed faculty who self-identified as Indigenous or Aboriginal People of North America, Racialized or Persons of Colour, and Black increased from the previous reporting period

FINANCIAL IMPLICATIONS:

N/A
RECOMMENDATION:
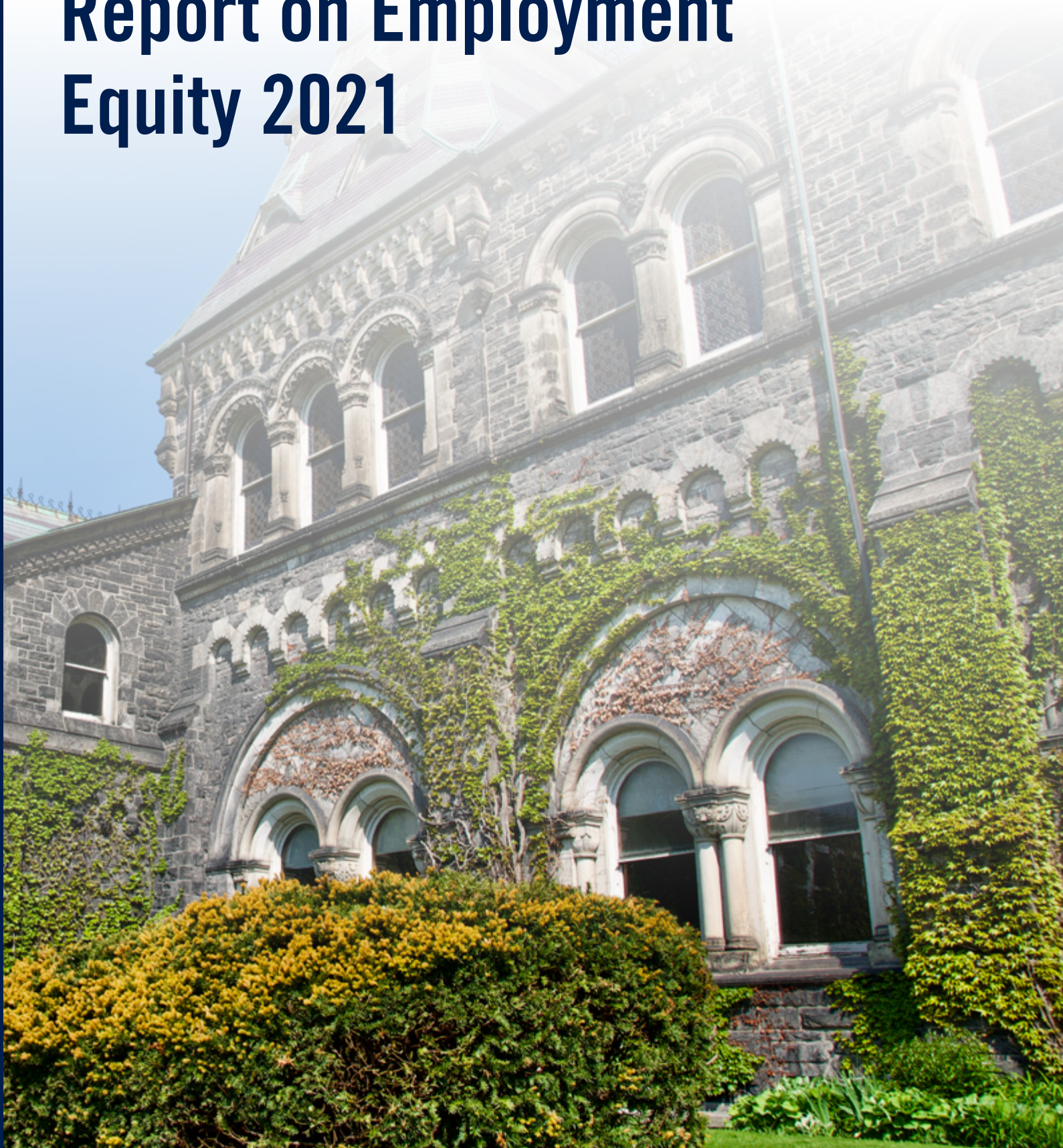
N/A

DOCUMENTATION PROVIDED:

- *University of Toronto Report on Employment Equity 2021*

Report on Employment Equity 2021

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Report on Employment Equity 2021

Statement of Acknowledgement of Traditional Land

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit.

Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

Introduction

Today, institutions and corporations around the world are deeply invested in data-driven decision-making: developing ways to collect and analyze data that can inform short- and long-term strategies. The University of Toronto is no exception, and it is not difficult to understand why. All our activities—from learning and teaching to doing research and working in non-academic roles—benefit from broad representation in perspectives and experiences. In fact, U of T's standard of excellence is informed at its very core by the concept of inclusion. We cannot expect to meet, let alone exceed, this standard until our learning and working environments fully represent the diverse communities that surround our campuses, and that reflect and strengthen our global connections.

Since 1996, the Employment Equity Survey has been a tool for our Division—and the University more broadly—to gain some understanding of our complex workforce each year. The survey's substantial revision in 2016 added to this understanding, providing insight into how our employees may self-identify in multiple ways. Moreover, the fact that we have seen a recent rise in survey participation (90.6% this year) is encouraging, as it gives us a larger sample size from which to gather observations.

However, as the final report of the Anti-Black Racism Task Force, the Scarborough Charter, and many members of our community contend, this data has also been limited. Among other shortcomings, it does not allow us to make more granular, comparative analyses and develop strategies to address very specific gaps in representation across our institution.

I am pleased to call this year's Report on Employment Equity a work in progress. It reflects the most recent outcomes of discussions we have been having across our three campuses and with our community. Releasing an online dashboard along with the 2021 Report is the first step in the "Employment Equity Project" we began in response to recommendations from the Anti-Black Racism Task Force. Our next step is to substantially revise the Employment Equity Survey (to be released in 2023), and to make enhancements to the online dashboard to help us share this data in a more transparent and dynamic way with our internal and external communities.

As a Division and as an institution, we are actively working through methods of collecting and analyzing data. This spring, we look forward to engaging deeply on this topic with the Inter-Institutional Forum of the Scarborough Charter and Statistics Canada, and we seek ongoing opportunities to do so. At the University of Toronto, making strategic decisions with meaningful data keeps us accountable to our community. Realizing this, we will continue to improve how and what we collect as well as how and what we share.

I invite you to explore this 2021 Report and its companion dashboard as one of many conversations we are having to support excellence across our workforce and our institution.

Kelly Hannah-Moffat
Vice-President, People Strategy, Equity & Culture

About the Report

Employment equity is a program designed to address disadvantages in employment for Indigenous or Aboriginal People of North America, Persons with Disabilities, Racialized or Persons of Colour, 2SLGBTQ+ individuals, and Women.

This includes implementing policies, practices, and reasonable accommodations to ensure that individuals who self-identify in these designated groups are represented in the University's workforce composition at levels representative of our diverse community.

Assessing employment equity requires measuring the University's progress towards achieving and exceeding anticipated representation rates. The University's Employment Equity Survey is the cornerstone of this measurement and is available to all appointed and non-appointed employees of the University.

Our Survey Examines

Gender and Gender Identities

Black

Racialized or Persons of Colour

Indigenous or Aboriginal People of North America

Ethnocultural Identities

Sexual Orientation

Persons with Disabilities

Respondents may choose to respond to some or all questions in the voluntary survey. Respondents can choose more than one response per question and can modify their responses at any time within the reporting period.

New Approach to Data: The Employment Equity Data Dashboard

This year, we are pleased to present the University of Toronto community with an interactive data dashboard companion to this report. This dashboard features Employment Equity Data from 2017 to 2021. Viewers can explore and filter the substantive data by employee type, year, and campus to fully engage with available equity data. This report features an overview of our institutional level data as well as key highlights for staff, faculty, and librarians. The dashboard also introduces an overview of available equity data for our CUPE 3902, Unit 1 employees. A detailed **User Guide** is available to support your engagement with the interactive dashboard at **https://uoft.me/eedash**

DASHBOARDS

Data Collection and Analysis

The data contained in this report and the companion dashboard is a snapshot of the responses provided by University of Toronto employees as of December 31, 2021.

The dashboard also contains applicant data for the period of January 1 to December 31, 2021. Individuals reflected in this data chose to complete an anonymous survey as part of their application to a U of T job posting. Having such data helps us determine the effectiveness of programs designed to expand the diversity of our applicant pools.

Definitions of Terminology

Please reference the following definitions as you engage with the data presented in this report and on the Employment Equity Data Dashboard.

Exits: Employees with a termination event in the reporting period of January 1 to December 31, 2021. Includes both voluntary (e.g., retirements) and involuntary termination reasons.

Gap Analysis: Or Labour Availability Analysis, tells us whether the representation rates at the University in each of the designated groups is at, below, or above the representation rates of those groups in the Canadian workforce for different types of positions.

Gender Identity: Each person's internal and individual experience of gender. It is their sense of being a woman, a man, both, neither, or anywhere along the gender spectrum. A person's gender identity may be the same as or different from their birth-assigned sex.

Indigenous or Aboriginal People of North America: First Nations (status, non-status, treaty or non-treaty), Métis, Inuit, or Native American (US).

Institutional Response Rate: Includes respondents who selected the "I choose not to answer this survey" option at the beginning of the survey.

Labour Availability: The total external availability of qualified candidates in Ontario with the minimum qualifications to be a candidate for work in a particular Employment Equity Occupational Group (EEOG).

New Hires: Employees with an Employment Date in the reporting period of January 1 to December 31, 2021.

Persons with Disabilities: Persons who have long-term or recurring physical, mental, sensory, psychiatric, or learning impairment(s) AND

> **A)** who consider themselves to be disadvantaged in employment by reason of that impairment,
>
> OR
>
> **B)** believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment.

This also includes persons with disabilities who have been accommodated in their current job or workplace.

Promotions: Employees with a Promotion or Reclassification event in the reporting period. This also includes the promotion of tenured faculty from Associate Professor to Professor and of Continuing Stream, Teaching Stream faculty from Associate Professor, Teaching Stream to Professor, Teaching Stream as recorded in the Human Resources Information System (HRIS).

Representation Rate: The proportion of staff, faculty, and librarians identifying in each designated category.

Racialized or Persons of Colour: Members of such groups in Canada are persons, other than Indigenous or Aboriginal People (already defined), who are non-Caucasian in race or non-white in colour, regardless of place of birth or citizenship.

Substantive Response Rate: The number of responses to the survey, excluding those who selected "I choose not to answer this survey."

Trans: A person who identifies with a gender other than the one assigned to them at birth, or to a person whose gender identity and gender expression differ from stereotypical masculine and feminine norms. Trans is also used as an umbrella term for those who identify as transgender, trans, nonbinary, gender non-conforming, genderqueer, or an analogous term.

Two-spirit/2S: A cultural and spiritual identity used by some Indigenous people who have both masculine and feminine spirits. Employees self-identifying as two-spirit can make this selection under the sections of both "Gender and Gender Identity" and "Sexual Orientation." Two-spirit is one of many words to describe various genders, sexes, and sexualities. Employees identifying as women, men, or trans can identify in any number of other categories that help inform their own social identities.

Institutional Overview

The principles of equity, diversity, and inclusion are fundamental to the University of Toronto.

Across our three campuses, we work to integrate these principles into our processes and our activities. We also strive to create an environment where everyone feels they can meet their full potential. In this way, our scholarship, teaching, and work are enriched by a broad range of people and ideas.

The Employment Equity Survey is one of many tools that provide insight into our workforce and help us understand where more work needs to be done. We encourage our employees to complete our Employment Equity Survey annually.

We have observed year-over-year increases to our institutional response rate. Our current response rate is the highest it has been since 2013 [response rate: 90.6% (n=10,860), substantive response rate: 72.4% (n=8,670)].

The impact on reporting is most prevalent in smaller demographics and intersections (where n ≥5) and will be further mitigated with increases in response rates across all employee groups in future years.

We invite you to engage with the new Employment Equity Data Dashboard to explore our community's responses to the Employment Equity Survey from 2017 to 2021.

DASHBOARDS

More information about equity, diversity, and inclusion initiatives across our three campuses can be found in our annual Equity, Diversity, and Inclusion Reports, available at:
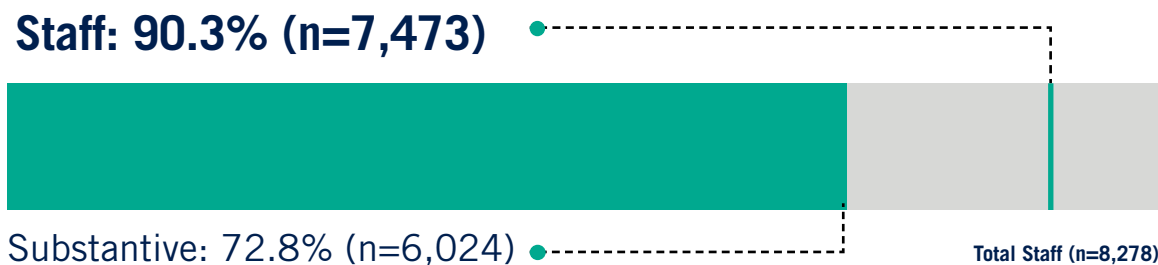
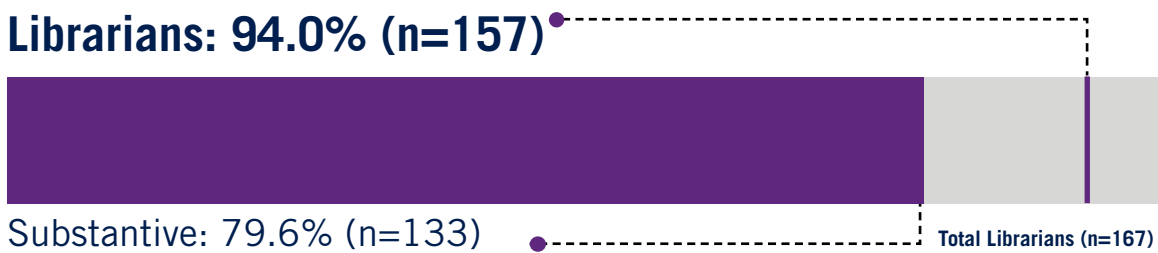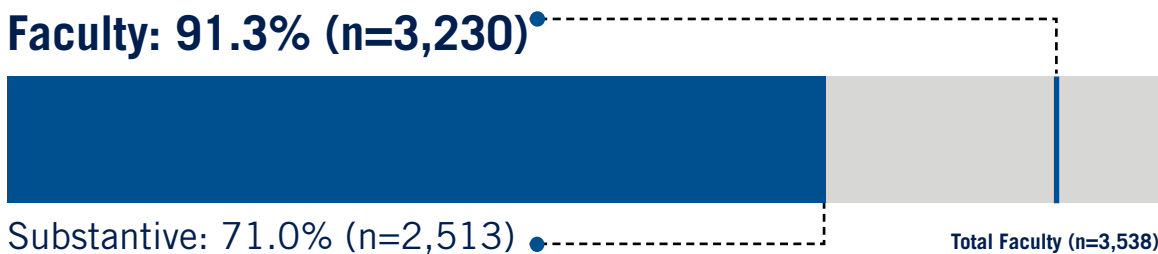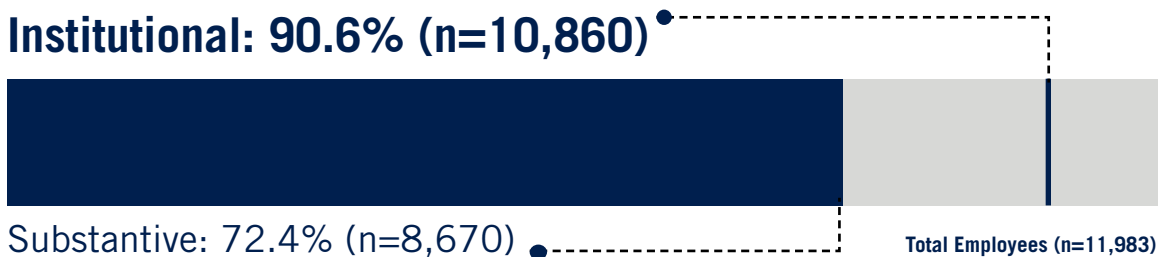https://people.utoronto.ca/about/reports/

Institutional Response Rates

Institutional response rate for the 2021 Employment Equity Survey:
90.6% (n=10,860).

Improvement to the institutional response rate of the 2020 Employment Equity Survey:
1.2% (n=456).

The institutional response rate includes respondents who selected the "I choose not to answer this survey" option at the beginning of the survey. The substantive response rate, which excludes those who selected "I choose not to answer," was **72.4% (n=8,670)**, an increase of **2.6%** in participation.

Institutional: 90.6% (n=10,860)

Substantive: 72.4% (n=8,670) **Total Employees (n=11,983)**

Faculty: 91.3% (n=3,230)

Substantive: 71.0% (n=2,513) **Total Faculty (n=3,538)**

Librarians: 94.0% (n=157)

Substantive: 79.6% (n=133) **Total Librarians (n=167)**

Staff: 90.3% (n=7,473)

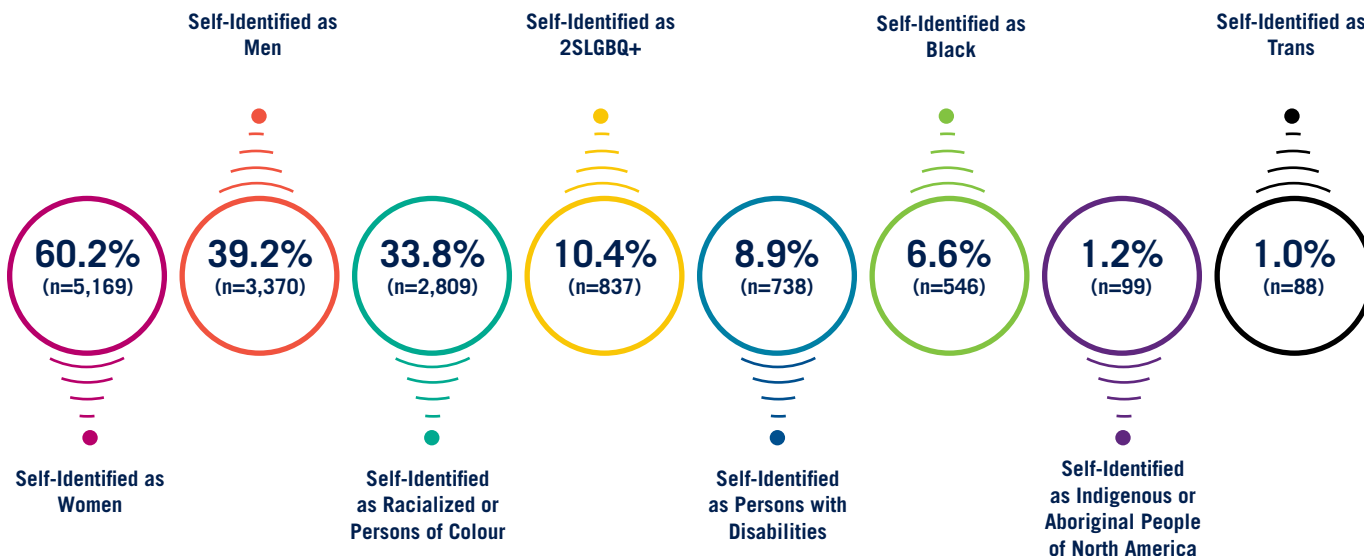Substantive: 72.8% (n=6,024) **Total Staff (n=8,278)**

Institutional Overview

Institutional Overview: Representation & Ethnocultural Identity
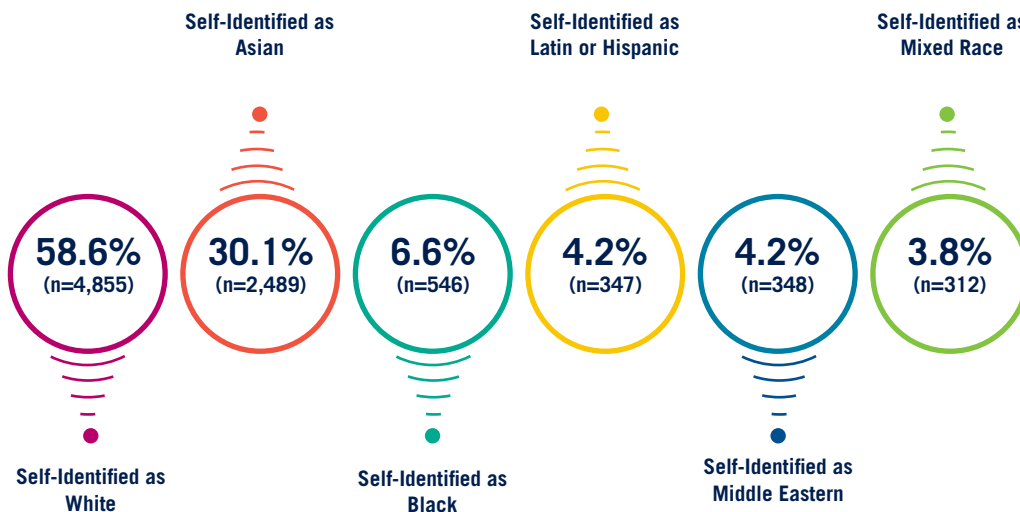
Representation Rates: All Employees

Responses reflect how all employees self-identified in the Employment Equity Survey.
The following are some of the ways in which all employees self-identified:

Self-Identified as Men

Self-Identified as 2SLGBQ+

Self-Identified as Black

Self-Identified as Trans

60.2% (n=5,169)

39.2% (n=3,370)

33.8% (n=2,809)

10.4% (n=837)

8.9% (n=738)

6.6% (n=546)

1.2% (n=99)

1.0% (n=88)

Self-Identified as Women

Self-Identified as Racialized or Persons of Colour

Self-Identified as Persons with Disabilities

Self-Identified as Indigenous or Aboriginal People of North America

In each case, n=the number of respondents who self-identified in each category.

Ethnocultural Identities: All Employees

Responses reflect how all employees chose to self-identify in terms of ethnocultural identity in the 2021 Employment Equity Survey. The following are some of the ways in which all employees self-identified:

Self-Identified as Asian

Self-Identified as Latin or Hispanic

Self-Identified as Mixed Race

58.6% (n=4,855)

30.1% (n=2,489)

6.6% (n=546)

4.2% (n=347)

4.2% (n=348)

3.8% (n=312)

Self-Identified as White

Self-Identified as Black

Self-Identified as Middle Eastern

In each case, n=the number of respondents who self-identified in each category.

Institutional Overview

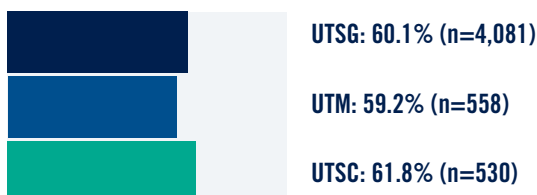## Tri-Campus Overview: Representation & Ethnocultural Identities

Residing in communities across the Greater Toronto Area, U of T offers an extraordinary environment in which to learn and work. The University's tri-campus structure welcomes and encourages each campus to build their own individual identity to reflect the diversity of the communities in which they reside.

Representation Rates: Tri-Campus

Responses reflect how employees across our tri-campus community self-identified in the Employment Equity Survey. The following are some of the ways in which all employees self-identified:

	UTSG St. George Campus		UTM University of Toronto Mississauga		UTSC University of Toronto Scarborough

Self-Identified as Women:

UTSG: 60.1% (n=4,081)

UTM: 59.2% (n=558)

UTSC: 61.8% (n=530)

Self-Identified as Black:

UTSG: 6.1% (n=401)

UTM: 7.5% (n=68)

UTSC: 9.3% (n=77)

Self-Identified as Men:

UTSG: 39.3% (n=2,666)

UTM: 40.4% (n=381)

UTSC: 37.6% (n=323)

Self-Identified as Indigenous or Aboriginal People of North America:

UTSG: 1.3% (n=85)

UTM: 0.9% (n=8)

UTSC: 0.7% (n=6)

Self-Identified as Trans:

UTSG: 1.1% (n=77)

UTM:*

UTSC: 0.8% (n=7)

Self-Identified as Persons with Disabilities:

UTSG: 9.1% (n=593)

UTM: 8.1% (n=73)

UTSC: 8.8% (n=72)

Self-Identified as Racialized or Persons of Colour:

UTSG: 32.7% (n=2,146)

UTM: 34.7% (n=312)

UTSC: 42.1% (n=351)

Self-Identified as 2SLGBQ+:

UTSG: 10.7% (n=685)

UTM: 9.6% (n=84)

UTSC: 8.8% (n=72)

In each case, n=the number of respondents who self-identified in each category.
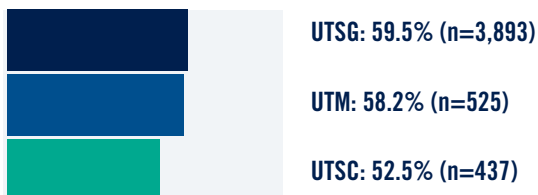***Note: not reportable due to the small sample size.**

Institutional Overview

Ethnocultural Identities: Tri-Campus

Responses reflect how employees across our tri-campus community have self-identified in terms of ethnocultural identity in the 2021 Employment Equity Survey. Respondents identifying with multiple identities are counted in each category selected.
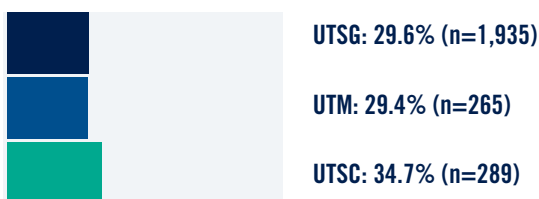
	UTSG St. George Campus		**UTM** University of Toronto Mississauga		**UTSC** University of Toronto Scarborough

Self-Identified as White:

UTSG: 59.5% (n=3,893)

UTM: 58.2% (n=525)

UTSC: 52.5% (n=437)

Self-Identified as Latin or Hispanic:

UTSG: 4.0% (n=265)

UTM: 6.0% (n=54)

UTSC: 3.4% (n=28)

Self-Identified as Asian:

UTSG: 29.6% (n=1,935)

UTM: 29.4% (n=265)

UTSC: 34.7% (n=289)

Self-Identified as Middle Eastern:

UTSG: 4.1% (n=267)

UTM: 4.4% (n=40)

UTSC: 4.9% (n=41)

Self-Identified as Black:

UTSG: 6.1% (n=401)

UTM: 7.5% (n=68)

UTSC: 9.3% (n=77)

Self-Identified as Mixed Race:

UTSG: 3.7% (n=241)

UTM: 3.8% (n=34)

UTSC: 4.4% (n=37)
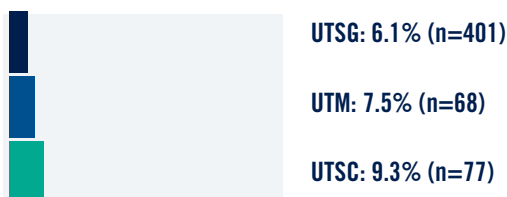
In each case, n=the number of respondents who self-identified in each category.

We invite you to engage with the new Employment Equity Data Dashboard to explore our community's responses to the Employment Equity Survey from 2017 to 2021.

DASHBOARDS

Key Highlights For Staff

As we engage with the data for staff on the interactive Employment Equity Data Dashboard, we are pleased to observe that our initiatives and programs are making progress in addressing some of the identified gaps in the diversity of our community. We remain committed to enhancing employment equity and to creating an inclusive culture where everyone feels that they belong.

Here are some key areas in which our 2021 data highlights changes to our community.

A. Continued increase in staff who self-identified as Racialized or Persons of Colour, Black, Persons with Disabilities, 2SLGBQ+, and Trans.

Year-over-year, we continue to grow an inclusive, diverse University community as we see an increase in our staff composition for respondents who self-identified in a number of equity-deserving groups.

B. Increases in the proportion of applicants who self-identified as Racialized or Persons of Colour, Black, Persons with Disabilities, and 2SLGBQ+.

Despite the challenges with talent shortages and concerns about a reduction in the diversity of the talent pools due to the COVID-19 pandemic, the University has continued to expand the diversity of our applicant pools.

C. Noteworthy increases occurred in the number of hires for staff who self-identified as Women, Racialized or Persons of Colour, Black, 2SLGBQ+, and Indigenous or Aboriginal People of North America.

Hires in 2021 reflect growth towards a community that is more reflective of the Greater Toronto Area.

D. The rate of promotions increased for staff who self-identified as Women, Racialized or Persons of Colour, Black, and Persons with Disabilities.

We continue to advance representation for a number of equity-deserving groups by promoting individuals to more senior roles within the University.

We invite you to engage with the new Employment Equity Data Dashboard to explore our community's responses to the Employment Equity Survey from 2017 to 2021.

DASHBOARDS

Key Highlights For Faculty & Librarians

There have been no significant changes in how appointed faculty and librarians self-identify since the last report (2020). The balance between the various categories of appointed faculty (tenured/tenure stream; continuing stream teaching stream; and other) has remained constant. The substantive response rate for faculty has increased from to **67.3% (n= 2,347) to 71.0% (n=2,513)** and for librarians from **77.1% (n=128) to 79.6% (n=133)**. At the same, the total number of appointed faculty has increased very slightly from **3,489 to 3,538 (an increase of 49)**. This provides us with increasingly rich data concerning our faculty and librarian complement.

A. The diversity of faculty in continuing appointments.

Across the University as a whole, faculty in continuing appointments (which include tenured/tenure stream faculty and teaching stream faculty in the continuing stream) are as diverse as faculty in contractually limited term appointments and part-time appointments across all categories. The one exception to this is that a slightly larger percentage of faculty in non-continuing appointments self-identified as Women (58.6%) as opposed to the percentage of faculty in continuing appointments who self-identified as Women (45.1%).

B. The number and proportion of faculty and librarians who self-identified as Racialized or Persons of Colour continue to rise.

The percentage of all appointed faculty who self-identified as Racialized or Persons of Colour increased from 21.9% (n=496) of those who provided substantive responses in 2020 to 24.5% (n=595) in 2021, an increase of 2.6% (n=99). This included 24.2% (n=401) of faculty who are tenured/in the tenure stream and who provided substantive responses (up from 22.1% (n=348) in 2020); and 25.5% (n=83) of continuing stream teaching stream faculty (up from 22.2% (n=67) in 2020). Similarly, the percentage of librarians who self-identified as Racialized or Persons of Colour increased from 14.4% (n=18) in 2020 to 18.5% (n=24) in 2021, an increase of 4.1% (n=6).

C. The number of Indigenous or Aboriginal People of North America and Black faculty in appointed faculty positions continues to rise.

1.5% (n=37) of all appointed faculty who provided substantive responses self-identified as Indigenous or Aboriginal People of North America. Of these, 27 were in the tenure/tenure stream (or 1.6% of the 72.3% of tenure/tenure stream faculty who provided substantive responses).

3.8% (n=91) of all appointed faculty who provided substantive responses self-identified as Black. Of these, 67 were in the tenure/tenure stream (or 4.1% of the 69.8% of tenure/tenure stream faculty who provided substantive responses). This latter number is an increase from 3.5% (n=54) of those tenured/tenure stream faculty who provided substantive responses in 2020.

D. The diversity of faculty across the three campuses.

The patterns in how appointed faculty self-identified are remarkably consistent across the three campuses. UTSC has a slightly higher percentage of faculty who provided substantive responses and who self-identified as Racialized or Persons of Colour (28.3%) than UTSG (24.1%) or UTM (23.8%). UTM has a very slightly higher percentage of faculty who provided substantive responses and who self-identified as 2SLGBQ+ (14.2%) than UTSC (13.5%) or UTSG (11.2%). The percentage of faculty who provided substantive responses and who self-identified as Persons with Disabilities ranged from 10.1% at UTSC to 8.0% at UTSG and 5.8% at UTM for a cumulative percentage of 7.9% (n=189).

Key Highlights For Faculty & Librarians

E. The number of new faculty hired who self-identified as Racialized or Persons of Colour was significantly higher this year than last.

In 2021, the University hired 266 faculty to appointed faculty positions (across all appointed faculty categories). 60.9% of these new hires responded to a question about whether they were Racialized or Persons of Colour. Of these, 47.5% (n=77) self-identified as Racialized or Persons of Colour. This compares to 35.8% (n=35) of the 47.7% of new faculty hired in 2020 who provided substantive responses to the same question. Of the same group, 12% (n=20) self-identified as Black in 2021 as compared to 6.8% (n=7) in 2020.

We invite you to engage with the new Employment Equity Data Dashboard to explore our community's responses to the Employment Equity Survey from 2017 to 2021.

DASHBOARDS

Equity Office Directory

TRI-CAMPUS EQUITY OFFICES
Office of the Vice-President, People Strategy,
Equity & Culture
vp.psec@utoronto.ca

**Accessibility for Ontarians with Disabilities Act
(AODA) Office**
people.utoronto.ca/inclusion/accessibility

Anti-Racism & Cultural Diversity Office
antiracism.utoronto.ca

Community Safety Office
communitysafety.utoronto.ca

Family Care Office
familycare.utoronto.ca

Health & Well-being Programs & Services*
uoft.me/hwb

Sexual & Gender Diversity Office
sgdo.utoronto.ca

Sexual Violence Prevention & Support Centre
svpscentre.utoronto.ca

RELATED RESOURCES
Inclusion at U of T
people.utoronto.ca/inclusion

Office of Indigenous Initiatives
indigenous.utoronto.ca

**Indigenous Student Services at First Nations
House**
studentlife.utoronto.ca/fnh

Multi-Faith Centre
studentlife.utoronto.ca/mf

Safety
safety.utoronto.ca

UTM CAMPUS
Equity, Diversity & Inclusion Office
utm.utoronto.ca/equity-diversity

Accessibility Services†
utm.utoronto.ca/accessibility

Health & Counselling Centre†
utm.utoronto.ca/health

UTSG CAMPUS
Accessibility Services†
studentlife.utoronto.ca/as

Health & Wellness Centre†
studentlife.utoronto.ca/hwc

UTSC CAMPUS
Equity, Diversity & Inclusion Office†
utsc.utoronto.ca/edio

AccessAbility Services†
utsc.utoronto.ca/ability

Health & Wellness Centre†
utsc.utoronto.ca/hwc

* Staff and Faculty Only
† Students Only

PHOTO CREDITS
p.1; p.16: University College (2017), Diana Tyszko

p.2: University of Toronto staff (2019), Lisa Sakulensky

p.3: University of Toronto Faculty of Engineering
(2020), Daria Perevezentsev

p.4: Kelly Hannah-Moffat, Vice-President, People
Strategy, Equity & Culture (2019), Lisa Sakulensky

p.5: p14. Bahen Centre for Information Technology
(2020), Daria Perevezentsev

p.6: University of Toronto Faculty of Engineering
(2021), Daria Perevezentsev

p7. University of Toronto, Ken Jones