



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Business Board

SPONSOR: Kelly Hannah-Moffat, Vice-President, People Strategy, Equity & Culture
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PRESENTER: Same as above.

CONTACT INFO:

DATE: April 6, 2022 for April 26, 2022

AGENDA ITEM: 3

ITEM IDENTIFICATION:

Annual Report, 2021: Vice-President, People Strategy, Equity and Culture

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 Annual Report on April 17, 2021.

HIGHLIGHTS:

The 2021 report details the activities and accomplishments of the Division of People Strategy, Equity & Culture (formerly known as Human Resources & Equity) between January 1 and December 31, 2021. Receiving an expanded mandate from Governing Council mid-way through 2021 started a new era for our Division. Key components of this new mandate involve leading a culture shift at the University of Toronto, moving our institution from “equity” to “belonging” and prioritizing the safety and well-being of all students, staff, faculty, and librarians.

Key Points from the Report:

- Within the Division and across the University, we have adjusted at a large scale to remote and hybrid work and to new ways of working in-person. We are actively realizing the

“future of work” and are moving forward to improve our processes and strategies rather than waiting to return to a pre-pandemic state.

- Since the beginning of the pandemic, the Division has played a vital role in developing and supporting a pandemic response and return-to-campus plan informed by public health and provincial guidance that prioritizes the health and well-being of our community. Last year, our role involved leading a joint strategy communications group to keep the U of T community informed of pandemic-related updates and working with the Office of the Vice-President and Provost to develop an institution-wide vaccination policy.
- The release of two seminal reports in 2021—by the Anti-Black Racism Task Force (ABRTF) and Antisemitism Working Group (ASWG) respectively— identified clear pathways to make systemic change at U of T. Last year, we began to implement the recommendations of these reports across the Division. We continued to be accountable to the 34 Calls to Action outlined in *Answering the Call: Wecheehetowin*. We look forward to implementing recommendations of future reports—such as the Report of the Anti-Islamophobia Working Group—to expand inclusive practices at U of T.
- Among many other milestones, in 2021 we launched the University Pension Plan, increased the accessibility of our learning and working technologies, and found flexible and creative ways to work with each other and our internal and external communities. We have come to a deeper understanding of wellness in the workplace and encouraged more open conversations about mental health and its impact on our personal and professional lives.
- Advancing an intentionally inclusive, diverse, and equitable culture at U of T has been a divisional priority well before receiving our expanded mandate. This year, we redoubled efforts to integrate these principles into divisional work. For instance, we collaborated with union partners to revise or create new hiring criteria, expanded the diversity of our applicant pool, and enhanced access to anti-racism programming and complaints resolution supports. We also began reconceiving more inclusive mentorship and professional development opportunities as well as engagement and recognition initiatives to ensure we support inclusive excellence across our workforce.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION:

N/A

DOCUMENTATION PROVIDED:

- *University of Toronto 2021 People Strategy, Equity & Culture Annual Report*



UNIVERSITY OF
TORONTO

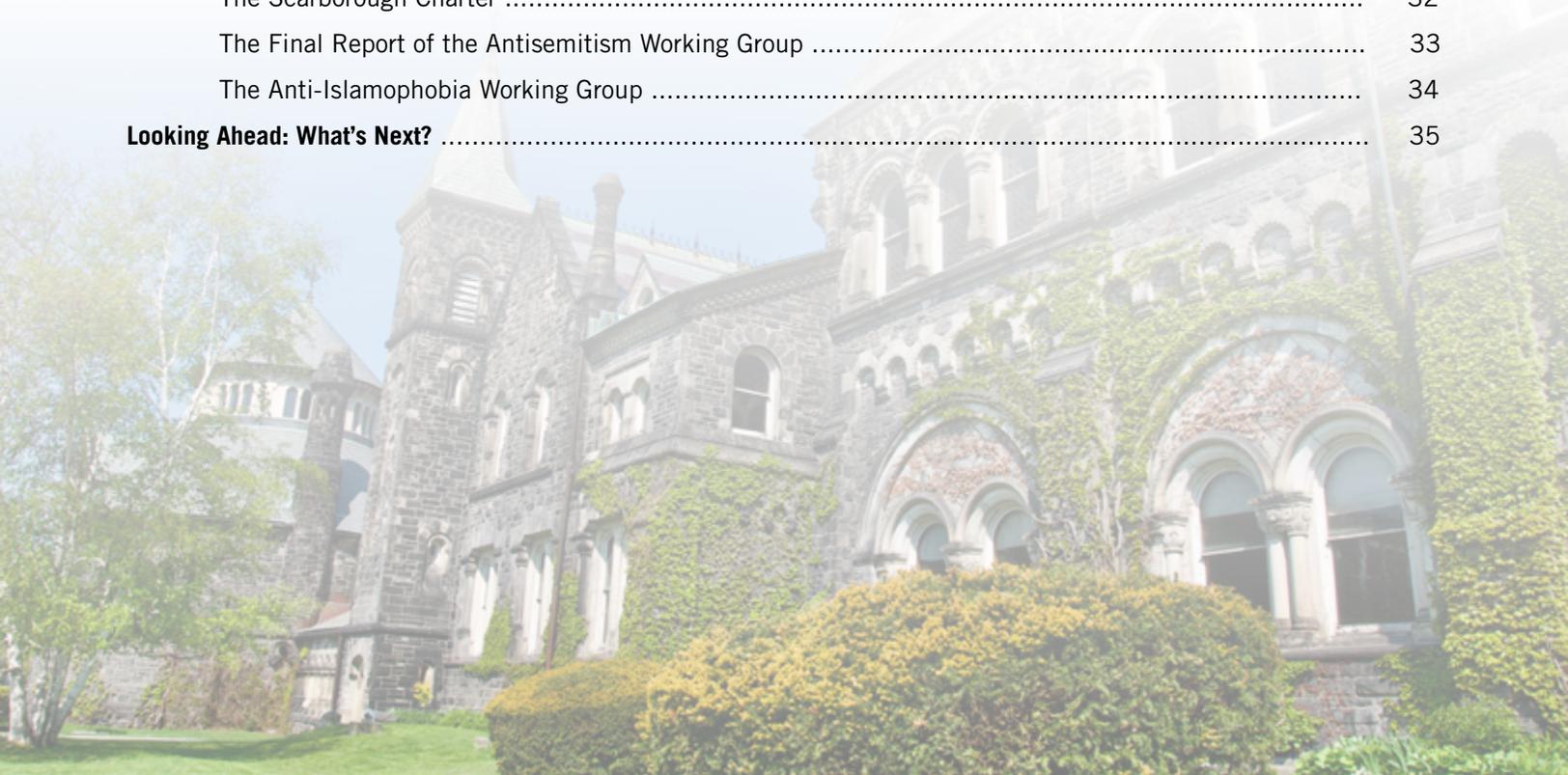
People Strategy, Equity & Culture 2021



Table of Contents

People Strategy, Equity & Culture Annual Report 2021

Statement of Acknowledgement of Traditional Land	3
A Welcome Message from the Vice-President	4
A New Era: Introducing People Strategy, Equity & Culture	5
The Future of Work at the University of Toronto	7
Reimagining Work	8
COVID-19 Pandemic Response	11
Building a Culture of Support, Wellness, and Inclusivity	13
Supporting Community Safety	16
Supporting Employees from Recruitment to Retirement	18
Changing the Way We Attract and Expand Our Workforce	19
Launching the University Pension Plan (UPP)	21
Enhancing Employee Experiences	22
Fostering Relationships With Union Partners and Employee Groups	23
Expanding Learning and Reconceiving Mentorship Opportunities	24
Intentionally Advancing Our Culture and Promoting Inclusion	25
A Cross-Divisional Effort	26
Providing Institutional Support Services	27
Honouring Our Commitments	28
Answering the Call: <i>Wechehetowin</i>	29
The Anti-Black Racism Task Force Report	30
The Scarborough Charter	32
The Final Report of the Antisemitism Working Group	33
The Anti-Islamophobia Working Group	34
Looking Ahead: What's Next?	35



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.



A Welcome Message

I am astounded by what our Division accomplished in another pandemic year marked by delayed plans, new challenges in our life and work, and ever-evolving public health guidance.

It seems that in an uncertain present, our teams have realized the future. Among many other milestones, we launched the **University Pension Plan**, increased the accessibility of our learning and working technologies, and found flexible and creative ways to work with each other and our internal and external communities. We have come to a deeper understanding of wellness in the workplace, and encouraged more open conversations about mental health and its impact on our personal and professional lives.

Collectively, we have adapted. Within our Division and across the University, we have adjusted at a large scale to remote and hybrid work. We have also adjusted to new ways of working fully in-person. Instead of waiting for the pandemic to be over and expecting to return to the way we once performed our roles, we have moved forward and improved our processes and strategies. We continue to explore ways to operationalize change.

For me, U of T's first-time recognition as **2021 LinkedIn Talent Awards Diversity Champion** in the academic category signalled one such move forward. Recognizing employers who “engage with talent, create inclusive workplaces, build strong employer brands, encourage learning and development, and focus on employee retention,” the selection committee cited work by our Talent Management team to attract a more diverse talent pool by changing our traditional recruitment strategies and platforms. Self-reported applicant data confirms our success in this area: last year, more applicants than ever before self-identified as racialized (including an increase of Black applicants), 2SLGBQ+, and/or persons with disabilities.

The release of two reports in 2021—by the **Anti-Black Racism Task Force** and **Antisemitism Working Group** respectively—identified clear pathways to make systemic change at U of T. My sincere thanks to our tri-campus Equity teams and Andrea Russell for providing all manner of administrative and project management support, and to those students, staff, faculty, and librarians who made invaluable contributions by serving as Task Force or Working Group members or sharing feedback about personal experiences of racial and faith-based discrimination on our three campuses. As a Division and as a University, we are accountable for implementing the recommendations of these reports, just as we remain accountable for responding to the 34 Calls to Action outlined in **Answering the Call: Wecheehetowin**, the final report of U of T's Truth and Reconciliation Commission of Canada Steering Committee.

Taken together, these reports—and EDI reports yet to come—offer us challenge and hope. They urge us to remember the primary reason for making systemic change at U of T: to make this world-leading institution a place where everyone in our community can feel safe, supported, valued, and able to thrive. Such a profound transformation requires institutional will, and it requires everyone in the U of T community to recognize their own role in creating change.

Our commitment to realizing systemic change lies in our Division's new name, **People Strategy, Equity & Culture**. I invite you to read on to learn how our expanded mandate works with this identity to begin a “new era” for our Division and the students, staff, faculty, and librarians we support within the U of T community.

A handwritten signature in black ink that reads "Kelly Hannah-Moffat".

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



A New Era: Introducing People Strategy, Equity & Culture

Receiving an expanded mandate from Governing Council mid-way through 2021 started a new era for our Division, formerly known as the Division of Human Resources & Equity (HR&E).

A New Era: Introducing People Strategy, Equity & Culture

Our new mandate challenges us to lead a culture shift at the University of Toronto. Over the next five years, we will work within our Division and with students, faculty, librarians, and staff across our three campuses to move our institution from “equity” to “belonging.”

This is no small feat, as it means creating a working and learning environment that is safe, respectful, and validating for everyone. This environment affirms what is human in all of us, and it requires all members of our community to examine their own biases and behaviour and remain open to learning.

Doing this work would be impossible without a solid foundation to build upon. Since 2016, we have promoted exceptional people leadership, wellness, and digital transformation within our workplaces. We have also encouraged equity-informed decision-making and conversations at all levels—and across our three campuses.

Going forward, our work as a Division will continue to be strategic and people-focused. We will use meaningful data to inform principled decision-making in all our activities. We will find innovative ways to support our employees throughout their

careers, ensuring they have opportunities to grow and to meet their full potential. We will prioritize wellness, community safety, and emergency preparedness, and will continue to strengthen our relationships with employee groups and union partners.

We are ready to expand upon our accomplishments. We are also excited to embrace a name that puts **people** first, prioritizes **equity**, and recognizes **culture** both as the environment in which we work and learn and as a collective mindset and set of values shared by our community.

The reporting period for the 2021 Annual Report finds us only six months into our new mandate. In the **Looking Ahead: What's Next?** section of the Report, we outline what the future looks like for the Division of People Strategy, Equity & Culture. We look forward to realizing these goals in the months ahead.



The Future of Work at the University of Toronto

Reimagining Work
COVID-19 Pandemic Response
Building a Culture of Support, Wellness, and Inclusivity
Supporting Community Safety



Reimagining Work

Before COVID-19 radically changed workplaces around the globe, our Division began envisioning—and preparing for—the future of work.

We started internal conversations about hybrid work and identified some potential outcomes: while it could increase the University's access to talent, it would also underscore the importance of leadership training and organizational management. Managers would need to work collaboratively with their staff to be effective in non-traditional office settings; employees would need to engage in new approaches to work to maintain their productivity in diverse settings. In the absence of physical markers, success would be measured by outcome, not time, and managing employee wellness would be more important than ever. Moreover, with care and planning, remote environments could present a great opportunity to enhance equity, diversity, and inclusion by removing long-standing barriers.

PSEC's Strategic Initiatives team consulted with Chief Administrative Officers, Human Resources Managers and Directors, and senior staff in every unit across the University to better understand what the future of work could look like at U of T. We affirmed the importance of in-person support for our students, staff, faculty, and librarians while determining how lessons learned about building inclusive virtual environments could inform our work going forward.



“

Above all, the pandemic has given us all a visceral, common understanding of what it means to experience a challenge with our mental health. As we move toward a post-pandemic world, let's use that understanding to create workplaces that are more compassionate, supportive, safe, and ultimately, human.

**— Jordan Friesen
Principal, Mindset Mental Health Strategy**

Throughout 2021, Jordan Friesen held several sessions for staff within and outside the Division about the mental health impacts of COVID-19 and strategies to support co-workers struggling with burnout and anxiety.

Our Strategic Initiatives team also connected with other units within PSEC—including Talent Management; Benefits, Pension & Payroll; and Learning, Leadership & Culture (LLC)—to ensure the institution would be prepared to recruit, train, and retain talent in a non-traditional work environment.

Guidelines, resources, and tools for U of T divisions to determine appropriate workforce models for their units are being developed and adapted as we learn more about the future of work at the University. These guidelines account for operational requirements; space and cost savings; student success and support, where applicable; and the specific needs of different departments and divisions.

Feedback gathered from staff, faculty, and librarians from the 2020 Speaking Out and Pulse surveys confirmed the appetite for an [Alternative Work Arrangement \(AWA\) Guideline](#). In summer 2021, we introduced the AWA Guideline, Standard Operating Procedure, Alternative Work Arrangement Template, and FAQs to support managers and staff in making these arrangements.

Building a culture of kindness, trust, accountable leadership, and shared ownership enables the Division of People Strategy, Equity & Culture to develop a flexible, productive, and compassionate work environment that will meet the present and future needs of our community.



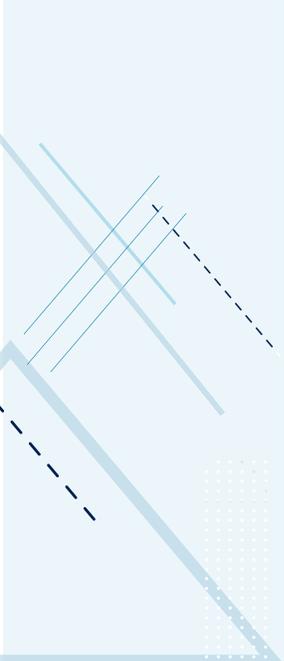
COVID-19 Pandemic Response

Since the beginning of the pandemic, the Division has played a vital role in developing and supporting a pandemic response and return-to-campus plan informed by public health and provincial guidance that prioritizes the health and well-being of our community.

This year, our role involved leading a joint strategy communications group to keep the U of T community informed of pandemic-related updates, and working with the Office of the Vice-President & Provost to develop an institution-wide vaccination policy. To support the implementation of this policy, we collaborated with Enterprise Applications and Solutions Integration (EASI) and Thrive Health to develop, test, and successfully release enhancements to the UCheck platform, our health screening tool.

The enhanced UCheck platform included a vaccine module to accept proof of vaccination from all U of T community members. Such measures aligned with the recommendations of the [Council of Ontario Medical Officers of Health](#) for post-secondary institutions in the province as well as the broader sector's response. Throughout the Fall term and beyond, PSEC staff tackled the monumental task of managing vaccine guideline exemption requests, responses, and compliance, including developing compliance guidance for managers and divisional offices. We also encouraged employees to get vaccinated during work hours, where operationally feasible, with no loss of pay.





Over the last year, the Division also continued to adapt its wide range of services to the changing work environment, and to meet pandemic-related needs. Our Benefits, Pension & Payroll team collaborated with tri-campus Chief Administrative Officers and Divisional HR Offices, among others, to create a standardized process to communicate and distribute Form T2200S. This entirely new form enables faculty, librarians, and staff to request the ability to work from home due to the pandemic. The Benefits team also implemented new enrollment forms that can be completed and processed electronically.

As the pandemic continued, many employees faced significant new demands in their work environment. To reduce administrative tasks during an already stressful period, we offered alternatives to annual processes. For example, flexible performance assessments enabled managers to carry over staff performance ratings from 2019/20. Seventy-four percent of Professional & Managerial and Confidential positions and 59% of Research Associates elected to employ this method in their 2020/21 performance assessments.

Our Health & Well-Being (HWB) team also worked hard to respond to the rise of medical leaves, mental health challenges, and daily stress for employees working in all capacities. In addition to assessing work-from-home and leave requests, the HWB team supplied employees with information, resources, and referrals. They expanded and delivered wellness programs and raised awareness of health-related benefits and services for the U of T community. Collectively, these efforts made significant contributions to the wellness of our workforce.

Our Recognition & Engagement team rose to the challenge of fostering a culture of appreciation in an unconventional work environment. We understood that, in the absence of traditional markers, colleagues working remotely or in essential frontline roles could feel underappreciated, and found new ways to recognize contributions while expanding our existing recognition programs for staff and librarians. These include creating the President's Excellence Award, launched in 2021, which celebrates outstanding service to the University, and two award programs launching in 2022.

Recognition & Engagement worked with our Compensation team to establish a COVID-19 Recognition Program to recognize teams and individuals who made significant contributions to the University's pandemic response. Spanning One-Time Payments, Staff Recognition awards, and Vacation Leave, these COVID-19 awards recognized nearly 100 employees who enabled the University to remain open and operating in the face of ever-changing health protocols and provincial restrictions.

Building a Culture of Support, Wellness, and Inclusivity

Across the Division of People Strategy, Equity & Culture, initiatives, events, programs, and support groups have helped build an integrated, institutional approach to employee wellness and a culture of support and inclusion.

Last year, the Family Care Office (FCO) met with over 260 students, staff, faculty, and librarians, and provided information on managing pandemic-related caregiving challenges. During these conversations, the FCO reviewed all possible options to address individuals' current concerns, including childcare and caregiving choices. In certain cases, the FCO recommended a temporary flexible work schedule for staff until concerns resolved, and provided information regarding Alternative Work Arrangements.

The FCO also offered a wide range of expert-led programming in 2021 to support members of the tri-campus community with caregiving responsibilities. These virtual sessions addressed mental health for new parents, parenting BIPOC children in today's climate, coping with burnout, and communication for partners, among other topics.



Similarly, the Centre, which reports jointly to the Vice-Provost, Students and Vice-President, PSEC, helped members of our community overcome pandemic-related challenges, including how to reach out for support and how to deal with unsafe situations during repeated lockdowns and periods of isolation. Making a smooth transition to virtual platforms in the early phases of the pandemic, the Centre adapted quickly to a hybrid approach in Fall 2021. Educational initiatives—which expanded to include a focus on equity, diversity, and inclusion—remained virtual to ensure high levels of participation and engagement in tri-campus programming. The Centre’s refreshed website and newly established social channels kept the community aware of service updates, and incorporated community feedback into relevant workplace decisions. Hiring an Education and Communications Coordinator played a vital role in ensuring all members of the U of T community understood their access to training and workshops as well as necessary referrals, accommodations, or other supports available to them.



Finally, in a further demonstration of the University’s culture of support and wellness, the UTM Equity, Diversity and Inclusion Office, UTM’s Office of the Vice-Principal Academic and Dean, and U of T Health & Well-Being organized a community connection event for World Menopause Day on October 18, 2021. The virtual gathering included a presentation aimed at destigmatizing menopause and provided attendees with information and wellness resources. Following this event, a new affinity group called the U of T Menopause Support Group launched to provide a virtual community space where employees can share experiences and questions and provide helpful resources, fostering community and belonging.

**The work of the Division of People
Strategy, Equity & Culture spans our three
campuses and supports the entire U of T
community.**

Supporting Community Safety

Through the Office of Safety & High Risk (OSHR), we are responsible for our community's safety and respond to crises as they emerge. Moreover, PSEC's Workplace Investigations (WPI) Office provides support to faculty, librarians, and staff experiencing workplace conflict, incivility, bullying, or harassment.

The Office of Safety & High Risk faced new challenges to community safety as the pandemic continued to evolve throughout 2021. While working within COVID restrictions, lockdowns, and reduced services, the OSHR team also experienced a rise in the number and complexity of cases.

As the first point of contact to assess and escalate issues from various campus partners, OSHR quickly adapted its processes and systems to protect the U of T community.

Technologically-assisted ways of working expedited consultations with senior leaders and, in many cases, improved response times for tri-campus issues. Moreover, by harnessing data and a variety of metrics, OSHR improved their systems, prioritized high-risk cases, and increased accountability.

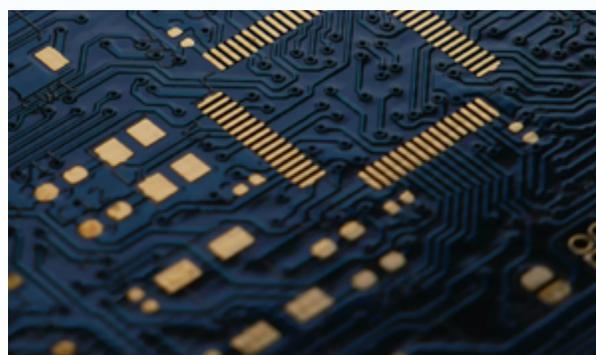
When our community identified a rise in fraud cases as larger numbers of the U of T community moved online for both work and learning, OSHR developed expertise and fraud prevention [resources](#).



Their work highlighted the need for a Tri-Campus Fraud Prevention Working Group, which now reports to the Vice-President, People Strategy, Equity & Culture; the Vice-President, Operations and Real Estate Partnerships; the Vice-President, International; the Vice-President, Communications; the Vice-Provost, International Student Experience; and the Vice-Provost, Students. This working group's primary focus has been to develop a comprehensive strategy to educate the U of T community about fraud prevention and support safe online learning and work environments for students, staff, faculty, and librarians.

Alongside OSHR, the Workplace Investigations (WPI) Office within the Division of People Strategy, Equity & Culture has adapted to improve our community's safety and well-being in 2021.

This year, the WPI team expanded to meet a 44% increase in caseloads. While pandemic-related stress accounts partly for this increase, it may also reflect a positive culture change at both a societal and divisional level. Over the last year, the WPI team observed greater confidence in complainants as well as a notable rise in the number of managers and division heads proactively initiating workplace culture and climate reviews to ensure that staff report feeling valued and respected. In turn, the WPI Office has worked to make the complaints process easier and ensure employees understand what pathways are available to them by adding a new, accessible link to resources and supports on the [home page of the PSEC website](#). The WPI team's vital work ultimately helps promote a culture of kindness and accountability at U of T.





Supporting Employees from Recruitment to Retirement

Changing the Way We Attract and Expand Our Workforce
Launching the University Pension Plan (UPP)

Changing the Way We Attract and Expand Our Workforce

The Anti-Black Racism Task Force Report, released in March 2021, provided focus and inspiration for changing our recruitment practices at the University of Toronto.

In the months following the Report's release, our Talent Management team led a committee to develop inclusive language that encourages diverse communities to apply to University postings. In 2022, this language will be reflected in an updated Diversity statement on our U of T Careers site as well as within text that divisions and units may incorporate into individual job postings.

The Talent Management team also collaborated with the Anti-Racism & Cultural Diversity Office (ARCD) to develop a Diversity in Recruitment Staff Manual, to be released in early 2022. Designed for Hiring Managers, Interview Panelists (Search Committees), and HR Consultants and Advisors, this new manual shares best practices and inclusive hiring strategies for attracting and selecting the highest level of diverse talent to the University of Toronto.

In doing so, it demonstrates how to embed diversity practices throughout the recruitment process, from creating accessible job postings to forming interview panels and onboarding new employees.

Data underpinned all these efforts. The Talent Management team collaborated with our Strategic Initiatives team to collect and analyze more than half a million records from our Applicant Tracking System last year. Mapping out how different racial groups are affected at each step of the recruitment process, they also identified trends in employee migrations, including promotions, departures, and hires. Crucially, our teams shared this information with senior leaders across the tri-campus to highlight the need for decision-makers to expand the pool of candidates who receive job offers and reinforce, among other learnings, the importance of integrating [Unconscious Bias](#) training into the recruitment process.



The online Unconscious Bias training modules, available via SuccessFactors: Learning, were created at University of Toronto Scarborough (UTSC) in an initiative led by Professor Maydianne Andrade, Department of Biological Sciences at UTSC. These modules were produced with input from University of Toronto faculty members who serve as part of the Toronto Initiative for Diversity & Excellence (TIDE) to increase capacity for education across the University in response to heavy demand.

This training was created in partnership with the Division of the Vice President & Provost, the Faculty of Arts & Science, the Faculty of Applied Science & Engineering, and the University of Toronto Mississauga.

Building Community for Staff

Also in March 2021, the University of Toronto Mississauga (UTM) EDI Office launched the [UTM Black Staff listserv](#), informed by consultations and a survey of Black staff led by the UTM chapter of Connections & Conversations—an affinity group for racialized staff. This listserv provides an important tool for Black staff to build community, stay connected through the pandemic and remote work, welcome new colleagues to campus, share information and resources, and celebrate Black achievements. The network has been included in UTM's New Staff Orientation Toolkit to ensure that Black staff are provided opportunities to connect with other Black colleagues and community at UTM.

Launching the University Pension Plan (UPP)

One of the most significant initiatives to provide long-term support to U of T employees launched on July 1, 2021, when the University of Toronto, together with Queen's University and the University of Guelph, transitioned to the University Pension Plan (UPP).

Thanks to the Benefits, Pension & Payroll team, the successful launch experienced no payroll issues whatsoever at U of T.

The transition followed many years of intensive consultation and collaboration as well as large-scale system changes and the migration of employee information to the new plan. The Benefits, Pension & Payroll team facilitated the massive undertaking through efforts largely invisible to the broader University community: from digitizing existing employee records and data and streamlining the Pension enrollment process to ensuring the smooth rollout of the UPP. The team also facilitated the July 1, 2021 launch of the new Supplementary Account Plan, which provides retirement income up to a specific cap on the portion of an eligible participant's salary not covered by the UPP.

With the transition to the UPP, the Pension Committee completed its work at the end of 2021.





Enhancing Employee Experiences

Fostering Relationships With Union Partners & Employee Groups
Expanding Learning & Mentoring Opportunities



Number of
Unionized Employees:
18,300



Collective
Agreements Renewed:
5



Bargaining
Units:
27

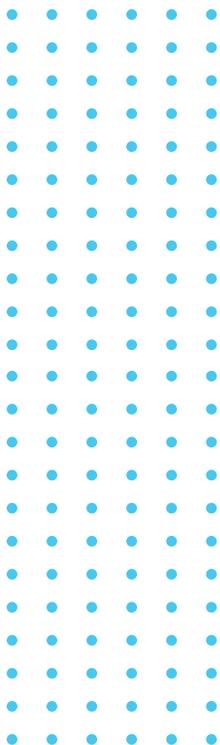


New Collective Agreements:
**CUPE Local 3902,
Unit 6,
USW Local 1998**



Unrepresented
Staff
Groups:
5

Residence Dons at University
College, Innis College, New
College & Woodsworth
College



Fostering Relationships with Union Partners and Employee Groups

In 2021, open, frequent, and consistent communication with union leadership was central to facilitating effective negotiations, both online and in-person, depending on the changing circumstances of the pandemic.

Effective communication also helped build trust and improve relationships with union bargaining partners, all of which is expected to lead to a more positive and flexible organizational culture as we continue to navigate the uncertainty of the pandemic and prepare for a post-pandemic employment context.

Several rounds of bargaining successfully concluded. In addition to renewing existing collective agreements, the Labour Relations team reached two unique first collective agreements with USW Local 1998 and CUPE Local 3902, Unit 6 (covering College Residence Dons, who are U of T students, and non-degree-credit instructors in the International Foundation Program and International Summer Academy at New College respectively).

As the pandemic evolved throughout 2021, Labour Relations continued to proactively support workers adversely affected by temporary pandemic-related layoffs. Such efforts involved negotiating responsive agreements with various unions to extend the duration of temporary layoffs and minimize the need for—and reduce the negative impact of—indefinite layoffs and termination of employment. These agreements paved the way for the continuation of such measures as income top-up and healthcare benefits at no cost to laid-off employees.

The Labour Relations team also continued to work with various bargaining units to support the University's commitment to the environment by helping to establish a multi-union Sustainability Committee. The Committee's mandate is to explore initiatives and practical measures related to climate change, the University's carbon footprint, and minimizing the unnecessary consumption of resources. Collectively, these efforts will help build a more sustainable future for the entire U of T community.

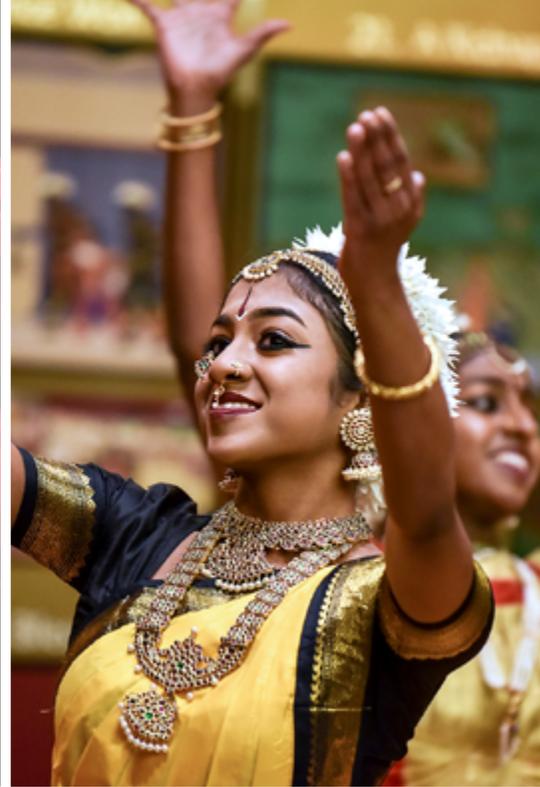
Expanding Learning and Reconciling Mentorship Opportunities

The Learning, Leadership & Culture (LLC) team consulted with Equity leaders at U of T and beyond to identify how to facilitate more equitable access to training and professional development opportunities for all employees across the University.

The LLC also began the process of co-creating new mentorship programs across all three campuses with a focus on equity-deserving groups. As part of this work, they added the UTSC-sponsored [Elev8](#) professional development program to the LLC's enrollment options and broadened Elev8's reach.

As well, for a second year in a row, the Rose Patten Mentorship program—overseen and administered by the LLC—shared with the City of Toronto more than 50% diversity in its participants. Fifty-three percent of the 2021 cohort of the Rose Patten Mentorship Program self-identified as being from diverse communities. Fifteen percent of mentees self-identified as Black, up from 8% in 2020. This is a critical outcome for the transformational mentorship program as the Division works to implement the recommendations of the Anti-Black Racism Task Force Report.





Intentionally Advancing Our Culture and Promoting Inclusion

A Cross-Divisional Effort

Providing Institutional Support Services

Honouring Our Commitments

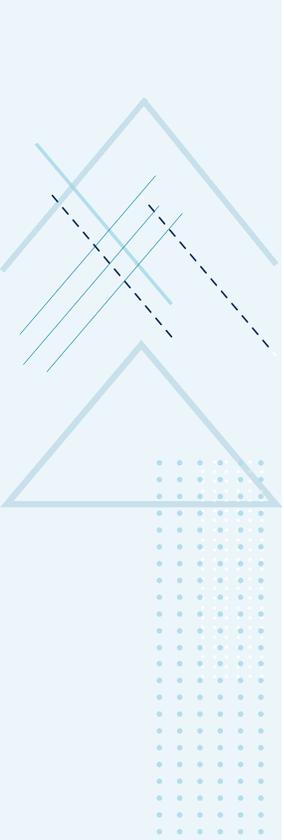
Answering the Call: *Wecheehetowin*

The Anti-Black Racism Task Force Report

The Scarborough Charter

The Final Report of the Antisemitism Working Group

The Anti-Islamophobia Working Group



A Cross-Divisional Effort

Advancing an intentionally inclusive, diverse, and equitable culture at U of T has been a Divisional priority well before receiving our expanded mandate.

This year, we redoubled efforts to integrate these principles into our work. For instance, our Labour Relations team collaborated with union partners and employee groups to promote an inclusive work environment at the University. All renewed and newly created collective agreements now include progressive provisions—including new or revised hiring criteria—that help foster and strengthen the principles of equity, diversity, and inclusion. They also establish or reinvigorate Employment Equity committees and introduce guidelines to ensure that these committees thrive.

Building on the work highlighted in the section of this Report entitled **Supporting Employees from Recruitment to Retirement**, our Talent Management team partnered with LinkedIn to expand the diversity of our applicant pool. Our Institutional Equity Office worked to incorporate EDI criteria into performance reviews. Our Recognition & Engagement team launched a comprehensive review of their awards and recognition programs with an eye to promote excellence in all areas of our workforce. Moreover, our Workplace Investigations (WPI) unit enhanced virtual platforms for complaints resolution supports, making it easier for all members of our tri-campus community to access these resources and pathways.

Recognizing and understanding the need to provide customized supports for members of our community most impacted by racism and/or other forms of discrimination, the Anti-Racism & Cultural Diversity Office, Sexual & Gender Diversity Office, and Sexual Violence Prevention & Support (SVPS) Centre created restorative programming while expanding their education and training efforts. In addition to other initiatives, our Accessibility for Ontarians with Disabilities Act (AODA) Office also marked National AccessAbility Week by hosting several [sessions](#) exploring ways to reframe disability and embed intentional inclusivity, eliminating barriers to accessibility. More details about these programs and initiatives are in the respective reports [found on the PSEC website](#).

Providing Institutional Support Services

Throughout the year, our Division also provided institutional support services to faculties, divisions, and departments to build EDI and anti-racism capacity and assist with strategic planning.

For instance, our former Executive Director, Equity, Diversity & Inclusion collaborated with members of Governing Council, among others, to develop new or updated diversity statements for institutional election materials. We continued to work closely with Deans and senior leaders across the tri-campus to provide issues management support. Working with an external consultant, we used an equity framework to re-assess resources and processes across the employee lifecycle. Outcomes included new interview questions, onboarding, and orientation materials as well as new evaluation tools to make equity a more meaningful part of our employees' job performance.



Honouring Our Commitments

Four foundational documents—**Answering the Call: Wecheehetowin: Final Report of the Steering Committee for the University of Toronto Response to the Truth and Reconciliation Commission of Canada (2017); the Anti-Black Racism Task Force Report (2021); the Scarborough Charter (2021); and the Final Report of the Antisemitism Working Group (2021)**—galvanized our Division’s efforts this year.

We collaborated with stakeholders across our three campuses to operationalize the recommendations of these reports. Together with the Office of the President and Office of the Vice-President & Provost, we launched an [institutional webpage](#) and [interactive dashboard](#) to monitor U of T’s progress in honouring our commitments to the Anti-Black Racism Task Force Report. In 2022, this resource will expand to reflect institutional progress on implementing the recommendations of other key Reports and strategic tables.

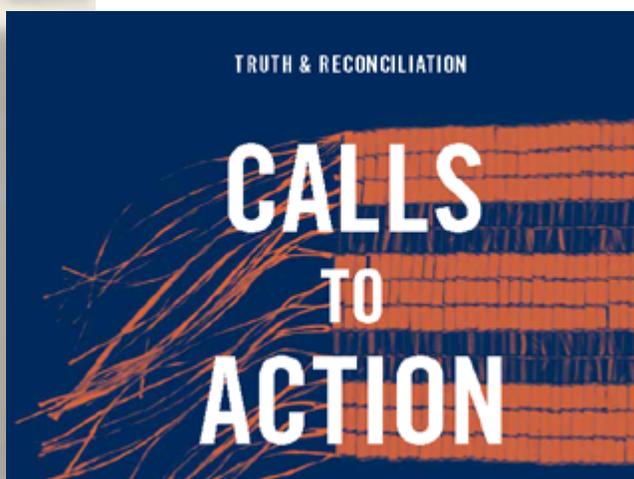


Answering the Call: *Wecheehetowin*

Operationalizing the 34 Calls to Action identified in the 2017 report of U of T's TRC Steering Committee is an institution-wide priority that involves ongoing accountabilities for all divisions, units, and campuses.

In 2021, UTM's Indigenous Initiatives Unit within the Equity, Diversity & Inclusion Office expanded to provide more services to Indigenous students and employees. Two Indigenous staff joined UTM in newly created roles: Coordinator of Indigenous Programming and Indigenous Student Support Specialist. UTM also expanded Indigenous spaces by relocating the Indigenous Initiatives Unit to new offices on the 6th floor, [Maanjiwe nendamowinan](#). A new Indigenous Centre Meeting Room will open in 2022.

At UTSC, work continues in collaboration with the Truth and Reconciliation Advisory Committee (TRIAC). This Committee informs key initiatives such as the development of Indigenous House, and expanding supports and leadership opportunities for Indigenous students, staff, and faculty. Moreover, the Assistant Director of Indigenous Initiatives and the UTSC Leadership continue to work collaboratively to support the Campus Strategic Direction and increase the number of Indigenous students at UTSC. Indigenous Elders, Knowledge Keepers, and members of the Office of Indigenous Initiatives, which reports jointly to the Vice-President & Provost and Vice-President, PSEC, also continue to hold ongoing consultations for staff and faculty committed to working towards sustainable change.



The Anti-Black Racism Task Force Report

On March 31, 2021, the Anti-Black Racism Task Force delivered its final report, which includes more than 50 action-oriented measures and solutions to tackle anti-Black racism and promote Black inclusion and excellence on the University's three campuses.

The University administration accepted all 56 recommendations, many of which have direct implications for the Division of People Strategy, Equity & Culture.

For our Division, the “collection and use of data”—one of seven categories of “systemic recommendations” in the Report—is a key area of accountability. The Report recommends that the Vice-President, People Strategy, Equity & Culture “strike a committee, with Black voices well-represented, to assess how existing employee data can best be collected and presented in ways that respect legal and privacy considerations while enabling the community to assess accurate rates of employee representation across the University” (3.3). In 2021, our Strategic Initiatives team responded by initiating the “Employment Equity Project” to update the Employee Equity Survey, our data collection tool which provides an overview of the University’s tri-campus employees.

The first step in this process involved issuing a call for members for the Equity Survey Advisory Group in December 2021. This new group will be tasked with a four-part mandate: to evaluate the effectiveness of the survey questions; to analyze how and with whom the University shares the survey data; to suggest updates to make the Employment Equity Survey more comprehensive; and to advise on how to make the survey a more meaningful experience for our community. A redesigned and more thorough, substantive Employee Equity Survey will help us better understand our workforce, identify gaps in our policies and processes, and provide data markers as we strive for inclusive excellence.

The University of Toronto Mississauga (UTM) formed the Anti-Black Racism Task Force Report Operational Group, reporting to the Vice-President and Principal and Vice-Principal, Academic and Dean. This group’s responsibilities will include matching specific UTM stakeholders to recommendations from the Task Force’s Final Report,

sharing action plans, and identifying timelines for implementation. The group will strive to align their work with the principles of the Scarborough Charter and with insights developed at UTM's 2020 Retreat on Equity, Diversity, and Inclusion. On an ongoing basis, it will also share updates, resources, best practices—and partner—with the Institutional Equity Office.

At the University of Toronto Scarborough (UTSC), the EDI Office and Principal of UTSC created the Anti-Black Racism (ABR) Advisory Committee. The Committee will support the Principal and senior team through ongoing feedback and recommendations to ensure that the campus is committed to removing barriers for Black students, faculty, librarians, and staff. The EDI Office also initiated an Anti-Black Racism Task Force Reading Group for Chairs to ensure that commitments are followed by tangible actions. To date, such actions include a management admissions review, a redesign of the admissions process, and the creation of the UTSC Access Committee to remove barriers for Black students. Going forward, newly established partnerships with local high school West Hill Collegiate (TDSB) and the TDSB Black Excellence Senior Leadership will also create access points and opportunities for Black students who wish to attend UTSC.

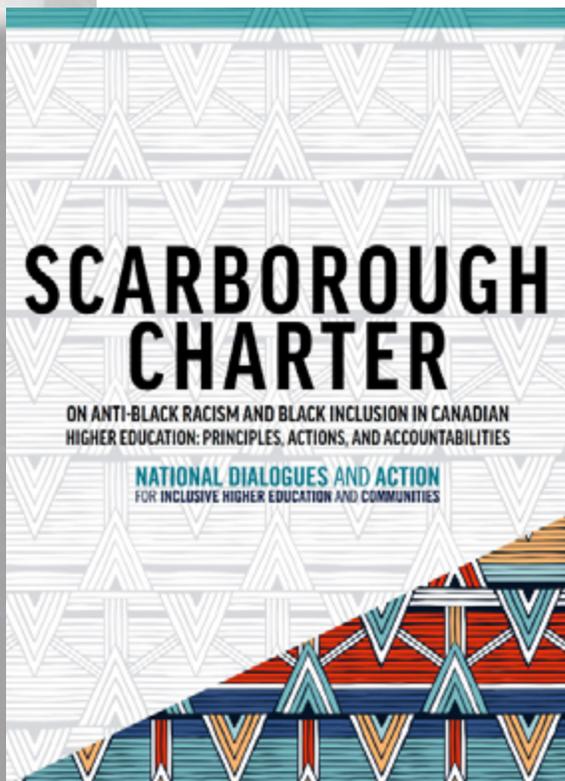


The Scarborough Charter

So crucially identified in the final report of the Anti-Black Racism Task Force, U of T's collective work to address anti-Black racism and to amplify Black excellence is supported and informed by the [Scarborough Charter](#), which U of T signed in November 2021 along with over 50 colleges and universities across Canada.

The Scarborough Charter can trace its origins to the National Dialogues and Action for Inclusive Higher Education and Communities, a two-day virtual event hosted by the University of Toronto in October 2020 that aimed to build a unified approach to addressing structural anti-Black racism in Canadian higher education.

The Charter calls on signatories to apply a set of principles—Black flourishing, inclusive excellence, mutuality, and accountability—to their own institutional context, with special focus on how they might inform governance, research, teaching & learning, and community engagement. U of T will implement the Charter in partnership with our community. An Inter-Institutional Forum will continue to guide and promote the goals of the Charter and its implementation at partner institutions.



The Final Report of the Antisemitism Working Group

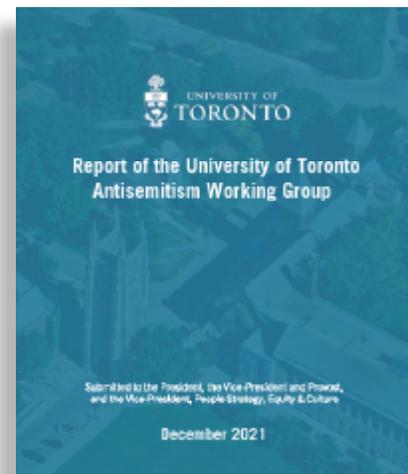
The Institutional Equity Office and Anti-Racism & Cultural Diversity Office provided administrative leadership and support to the Antisemitism Working Group in the development and launch of their final report in December 2021.

The Report's recommendations provide critical guidance as we work toward change in our University culture and systems. They underscore our Division's role in providing education and training, promoting equity, and protecting the safety and well-being of the entire U of T community.

In late 2021, UTSC initiated efforts to deepen connections between the Division of Student Life and the Jewish Student Life Advisory body to respond to ongoing concerns of antisemitism. Training to address antisemitism will be offered to all student life groups, staff, and faculty at UTSC beginning in 2022, and Kosher food offerings will be expanded on the Scarborough campus.

To facilitate our community's awareness and understanding of antisemitism, the Anti-Racism & Cultural Diversity Office, our tri-campus Equity offices, and institutional partners such as the Multi-Faith Centre will expand their workshops and trainings in 2022. This programming will explore historical and contemporary forms of antisemitism, and identify strategies to address it. These offices will also continue working with partners inside and beyond U of T to provide restorative programming that promotes the well-being of Jewish members of our community.

Also in 2022, our Institutional Equity Office will engage in a critical review of U of T's statement on Prohibited Discrimination & Discriminatory Harassment, and will provide ongoing education to all members of the U of T community about the responsibilities to accommodate religious observances, including those related to the Jewish faith.



The Anti-Islamophobia Working Group

As examples of Islamophobia continued to rise across Canada in 2021, the Division of People Strategy, Equity & Culture identified ways to raise awareness of Islamophobia on our campuses; and support individual and collective learning about Islamophobia.

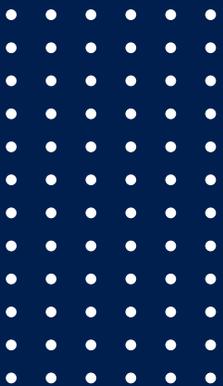
In addition to offering restorative programming for members of the Muslim community at U of T, the Anti-Racism & Cultural Diversity Office expanded their programming for students, staff, faculty, and librarians across our three campuses to understand and address Islamophobia. In 2022, the Institutional Equity Office and [Anti-Islamophobia Working Group](#) will be launching a consultative process to establish key strategic actions to further guide the University in creating equitable and inclusive environments for the Muslim community at U of T.

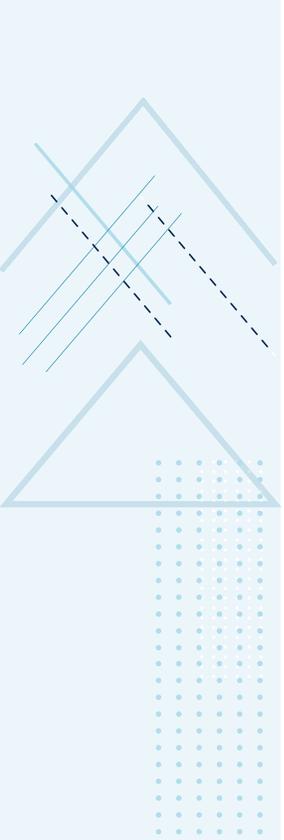




Looking Ahead: What's Next?

Our goals for 2022 affirm our new identity as the **Division of People Strategy, Equity & Culture**, and enable us to support our tri-campus community and collaborate effectively with peer institutions and external communities.





Be accountable to our community

The University of Toronto requires a robust institutional strategy and associated action plans to move our culture from equity to belonging. We will lead this work, collaborating with units, divisions, and stakeholders across our three campuses.

Within our Division and institution-wide, we will continue collaborating with our community to make substantial progress on the Calls to Action identified in the Final Report of U of T's TRC Steering Committee and recommendations of the Anti-Black Racism Task Force Report and Antisemitism Working Group Report. We will support the creation of additional tables to address racism and discrimination across our campuses and within our systems.

Build connections and enhance communication within our community

We will enhance connection and communication between our Institutional and Divisional Equity Offices to increase our responsiveness to all members of our tri-campus community. We will also develop a community safety outreach plan to strengthen relationships with tri-campus stakeholders and promote awareness among students, staff, faculty, and librarians of available supports.

Supporting our workforce through various stages of restart and recovery from the COVID-19 pandemic will be an ongoing priority. We will design a framework for the future of work at the University of Toronto and develop onboarding, engagement, and management best practices to address hybrid working needs in our community.

As well, in the year ahead, many collective agreements are up for renewal and several new agreements need to be negotiated. We will support consistent outcomes and the equitable treatment of all unionized employee groups by continuing to use an integrated strategy and holistic approach across bargaining units. We will also ensure that all new and renewed collective agreements further institutional goals around EDI and environmental sustainability.

Foster external relationships that broaden our institutional impact and expertise

We will actively seek opportunities to expand and enrich our knowledge in the areas of safety and high risk, employment equity data, and talent management. In addition to developing a national network that brings together expertise in crisis and emergency preparedness leadership, we will gather expertise in collecting meaningful data and gain insights that will help us implement action plans supporting

systemic change. Peer networks such as the Inter-Institutional Forum of the Scarborough Charter and external agencies such as Statistics Canada will offer key insights in this area.

We will continue to expand and develop our relationships with community talent partners, especially in the areas of race, ability, and Indigeneity (including partnering with local business associations and new immigrant centres).

Create resources for the University community that improve access to information; inform decision-making; and expand knowledge, skills, and understanding about safety and inclusion

We will partner with divisions and teams across our three campuses to oversee ongoing enhancements to new and existing solutions supporting the digital workplace, such as the University's HR Service Centre. Drawing upon our recent evolution to a hybrid workforce, we will also evaluate and evolve our long-term digital workplace strategy. Continued enhancements to the Employment Equity Data Dashboard will support a more accurate understanding of our workforce and promote excellence through data-driven decisions.

Educating the U of T community remains a core objective for our Division in 2022. We will build upon training and programming to expand our community's awareness and understanding of discrimination and unconscious bias. We will also expand training, tools, resources, and the capacity of HR professionals to conduct workplace investigations. Developing a division-focused Emergency Response Handbook will in turn support community safety training for students, staff, faculty, and librarians.

Assess what we have done – to do better

Our teams will weave evaluation into all their activities in 2022. Part of this work will include reviewing and enhancing the supports, resources, processes, and training provided to those involved in reporting under the University's Policy on Sexual Violence and Sexual Harassment. Additionally, we will develop best practices to manage and investigate sexual violence and sexual harassment complaints involving independent research institutions, health care institutions, and teaching agencies.

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