Appendix B

Winnipeg

CITY OF WINNIPEG POLICY NO. XXX-XXX

POLICY TITLE *Equity, Diversity and Inclusion Policy*	**ADOPTED BY** *City Council*	**EFFECTIVE DATE** *XXXXXXXX*
ORIGIN / AUTHORITY *Human Rights Committee of Council / Executive Policy Committee*	**CITY POLICY NO**	**MOST RECENT CONSOLIDATION** *XXX-XXX*

1. Purpose:

The City of Winnipeg (City) is committed to operational excellence and providing quality products, programs and services by establishing a high-performing & diverse workforce that is representative of the community it serves. The Equity, Diversity and Inclusion Policy & Strategy (EDI Policy & Strategy) anchors the City's commitment to promoting human rights, accessibility, equity, diversity and inclusion, anti-racism and anti-oppression. This focus aligns with our values of Respect, Accountability Trust and Transparency, the Corporate Key Strategic Directions, as well as *OurWinnipeg* and the proposed *OurWinnipeg 2045*.

2. Fundamental Principles

The City of Winnipeg is a member of the Coalition of Inclusive Municipalities and is committed to respecting, protecting and promoting human rights. The City is also committed to fully respecting the fundamental principles enshrined in human rights legislation, declarations, accord, charter and by-laws in its operations including:

(i) The Manitoba Human Rights Code
(ii) The Canadian Charter of Rights and Freedoms
(iii) The Truth and Reconciliation Commission of Canada's Calls to Action
(iv) The Accessibility for Manitobans Act
(v) The City of Winnipeg Charter Act, Part 9 Official Languages of Municipal Services and By-Law NO. 8154/2002
(vi) Winnipeg's Indigenous Accord
(vii) The National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls for Justice
(viii) The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
(ix) The Universal Declaration of Human Rights

3. Strategic Alignment

The City of Winnipeg has several different areas that are focused on human rights and the EDI Policy & Strategy aims to align with and support the following:

Indigenous Relations Strategy
The Newcomer Welcome and Inclusion Policy & Strategy
The Poverty Reduction Strategy
French Language Services
The Universal Design Policy
The Respectful Workplace Administrative Standard
Job Accommodation, Accessibility and Return to Work
Sustainable Procurement
OurWinnipeg

4. Scope

The EDI Policy & Strategy applies to the Public Service, elected officials, committees and sub-committees of Council.

5. Definitions[1]:

5.1 **Ally** is a person who works with equity groups to dismantle barriers faced by the groups. An ally uses their position of power and privilege to influence change and work towards creating more equitable environments and solutions for all (Canadian Centre for Diversity & Inclusion).

5.2 **Culture** is a complex set of shared values, beliefs, language, communication, and behaviours that are taught, learned, and shared by a group of people. Culture includes the material objects and symbols that are common to that group of people. Culture can refer to organizational culture in addition to national, ethnic, or regional culture.

5.3 **Diversity** refers to the variety of similarities and differences among people, often called diversity dimensions, including, but not limited to: gender, sex, gender identity and expression, ethnicity, race, native or indigenous identity/origin, age, generation, disability, sexual orientation, culture, religion, belief system, marital status, parental status, pregnancy, socio-economic status/caste, appearance, language and accent, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type.

[1] Definitions are sourced from the Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations Around the World © 2021 Yvonne (Nene) Kegomoditswe Molefi, Julie O'Mara, and Alan Richter. Used with permission. All Rights Reserved., unless otherwise stated.

5.4 **Employee Resource Groups (ERGs)** are groups of employees who join together to support one or more diversity dimensions with the express purpose of making progress in EDI for the group and wider organization.

5.5 **Equity** is about fairness and justice. It consists of deliberate actions to remove systemic, group, and individual barriers that hinder opportunities and affect well-being. Equity is achieved through the identification and elimination of policies, practices, attitudes, and cultural messages that create and reinforce exclusion. Equity promotes fairness by treating people differently based on need, circumstance and consideration of historical and systemic inequities.

5.6 **Equity Groups** include but are not limited to: women, Indigenous peoples, racialized peoples, persons with disabilities, Newcomers and 2SLGBTQ+ persons (2 (Two) S (Spirit) L (Lesbian) G (Gay) B (Bisexual) T (Transgender) Q (Queer or Questioning) + (Plus), i.e. sexual orientation, gender identity and gender expression). While the City of Winnipeg's 2021 Self-Declaration Questionnaire and workforce diversity analyses are currently focused on the equity groups listed above, we will nonetheless focus on assisting under-represented groups as outlined in 5.6.1 below.

5.6.1 Under-represented Equity Groups are groups that have been historically under-represented in the organization or customer base, or who have been oppressed, marginalized, or ignored in society, whether or not legislation exists to recognize and protect them. This includes protected groups or characteristics as outlined in *The Manitoba Human Rights Code* as follows:

(a) ancestry, including colour and perceived race;
(b) nationality or national origin;
(c) ethnic background or origin;
(d) religion or creed, or religious belief, religious association or religious activity;
(e) age;
(f) sex, including sex-determined characteristics or circumstances, such as pregnancy, the possibility of pregnancy, or circumstances related to pregnancy;
(g) gender identity;
(h) sexual orientation;
(i) marital or family status;
(j) source of income;
(k) political belief, political association or political activity;
(l) physical or mental disability or related characteristics or circumstances, including reliance on a service animal, a wheelchair, or any other remedial appliance or device;
(m) social disadvantage due to:

- homelessness or inadequate housing
- low levels of education

- chronic low income or
- chronic unemployment or underemployment

5.7 **Human Rights** are rights inherent to all human beings, regardless of an individual's beliefs, characteristics, or personal circumstances. Everyone is entitled to the same fundamental human rights including a life of equality, dignity, respect, and a life free from discrimination.

5.8 **Inclusion** is a dynamic state of feeling, belonging, and operating in which diversity is valued and leveraged to create a fair, healthy, and high-performing organization or community. An inclusive culture upholds and embraces diversity and ensures equitable access to resources and opportunities for personal and professional development and growth. It also enables individuals and groups to feel safe, respected, heard, engaged, motivated, and valued for who they are.

5.9 **Intersectionality** refers to complex ways in which individuals hold many marginal group affiliations at the same time. These identities can combine, overlap, or intersect in a person or group resulting in multiple, interdependent systems of discrimination or oppression. Thus, the intersectional experience of one person or group is greater than the sum of the individual forms of discrimination or disadvantage.

5.10 **Operational Excellence** is a focus that embraces core principles and approaches to create continuous and sustainable improvement and value within an organization and within a community, including sustainable procurement.

5.11 **Oppression** is the systematic control of one social group (equity group) by a more powerful social group for the social, economic, and political benefit of the more powerful social group. Oppression exists when the following four conditions are found:

(i) the oppressor group has the power to define reality for themselves and others,
(ii) the groups that have been marginalized internalize the negative messages about them and cooperate with the oppressors (thinking and acting like them),
(iii) genocide, harassment, and discrimination are systematic and institutionalized, so that individuals are not necessary to keep it going, and
(iv) members of both the oppressor and equity groups are socialized to play their roles as normal and correct.

Oppression = Power + Prejudice

(SOURCE: "What Is Racism?" − Dismantling Racism Works (dRworks) web workbook)

5.12 **Stakeholder** is any individual or group who has something to gain or lose from the process or activities of the organization. This includes employees, unions, managers, customers, community partners, the community, prospective employees, suppliers, government, and others.

5.13 **Sustainable Procurement** is the practice of embedding relevant sustainability considerations into the selection of goods and services, along with traditional factors such as price, quality, service, and other functional specifications. Sustainable procurement means getting best value for an organization over the total life of a good or service, while seeking opportunities that add social and environmental value.

5.14 **Upstander** is a person who recognizes injustice, knows their personal strengths, power and privilege, and harnesses these to create positive change (Canadian Museum for Human Rights).

6. EDI Policy & Strategy Deliverables

The adoption, implementation and application of the EDI Policy & Strategy will strengthen the following:

6.1 Full inclusion of current and future diverse employees, with a focus on under-represented equity groups.

6.2 Cultural and EDI competencies to identify and eliminate racism and to dismantle biased, oppressive structures.

6.3 Leadership to model inclusion, anti-racism, anti-oppression and cultural competency, as well as agility and accountability in planning for accessibility, EDI, and effectively addressing all issues that compromise performance and progress.

6.4 Social responsibility to ensure full social equity and inclusion are achieved for community members by respecting and promoting human rights, eliminating racism and dismantling systemic barriers and by defining sustainable, equitable and accessible programs and services in collaboration with community partners.

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7. Vision, Mission and Goals

EDI Vision

To be an employer of choice where our diverse, high-performing Public Service is fully engaged in operational excellence and in providing responsive products, programs and services for our diverse community members.

EDI Mission

To effectively attract, retain and recognize a responsive, representative and resilient Public Service in a safe and inclusive work environment in support of operational excellence.

EDI Goals

7.1 To be an employer of choice for all segments of the labour force.

7.2 To achieve a diverse workforce representation, reflective of the community we serve, at all levels of the organization.

7.3 To create an inclusive work environment where employees feel safe, supported, included and engaged in meaningful work, including anti-racism, anti-oppression and cultural competency work.

7.4 To build strong, diverse, innovative and high-performing teams.

7.5 To achieve sustainable procurement, including strong supplier diversity and robust standards for evaluation of suppliers that support equity, diversity and inclusion.

7.6 To create an inclusive city where community members feel safe, supported, included and engaged in meaningful change, improvements, products, programs and services to foster social and economic equity.

EDI Strategy

The EDI Strategy (Attachment 1) is a comprehensive and integrative approach to achieve the following objectives:

7.7 Foundation: Drive the Strategy

(i) Develop a strong rationale for the EDI vision, mission and strategy and align it to organizational strategy and goals.

(ii) Hold leaders accountable for being role models and implementing the EDI vision, mission and goals.

(iii) Provide visible, dedicated support and structure with authority and budget to effectively implement the EDI Strategy.

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7.8 Internal: Recruit & Retain People

(i) Ensure that attraction, sourcing, and recruitment systems / city processes are done through the lens of EDI.

(ii) Ensure that EDI are integrated into talent management, employee development, performance management, promotion and retention.

(iii) Ensure that HR systems for job design and classification are created and evaluated for bias and accessibility and that compensation is equitable across key dimensions of diversity.

(iv) Fulfill the duty to accommodate by exploring universal design for persons and/or groups on the basis of all protected characteristics.

(v) Achieve work-life integration, flexibility, and equitable benefits and ensure these are widely available and accessible.

7.9 Bridging: Align & Connect

(i) Ensure that assessment, measurement and research guide EDI decisions.

(ii) Develop a robust, transparent and accessible EDI communication strategy.

(iii) Educate leaders and employees to achieve the level of EDI competence and confidence needed to create an equitable, diverse and inclusive organization.

(iv) Develop a change management strategy and align with EDI sustainability efforts.

7.10 External: Listen & Respond to Community Members

(i) Be proactive in working with community, public and private partnerships, government, community at large, and through volunteerism.

(ii) Embed EDI in products, programs and services to ensure they are responsive to the needs of our diverse customers and community members.

(iii) Integrate EDI into marketing, community engagement and customer service to ensure they are responsive to the needs of our diverse customers and community members.

(iv) Practice sustainable procurement and develop supplier diversity.

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8. Responsibilities / Key Behaviours[2]

8.1 Chief Administrative Officer (CAO) and Deputy CAO – The Chief Administrative Officer and Deputy CAO has the overall responsibility to administer the EDI Policy & Strategy across all service areas, including future review. The Chief Administrative Officer may create an administrative standard to govern actions of the Public Service. They will demonstrate visible leadership in promoting a culture of inclusion as follows:

(i) Ensure organizational communication in education and taking a stand on Human Rights / societal issues related to achieving social equity and justice for groups who have been marginalized.
(ii) Ensure the Senior Management Team understands and promotes the City of Winnipeg's EDI Policy & Strategy and remove barriers to implementation of strategic actions.
(iii) Hold the Directors and Senior Leaders accountable on the EDI Policy & Strategy implementation and corresponding departmental goals.
(iv) Plan for human rights / EDI work to be integrated throughout the organization (not siloed).
(v) Ensure appropriate resources are allocated to the EDI Policy & Strategy and related strategies outlined above in 3. Strategic Alignment to achieve synergies and efficacy for full implementation.
(vi) Fully consider how community members and employees who have been marginalized may be affected by any decision, program or policy when reviewing recommendations to CAO & Council.
(vii) Plan for City of Winnipeg visibility in the community through partnership of community events and other opportunities as they arise through community engagement.

8.2 Directors and Senior Leaders of the Public Service – These leaders are responsible for driving actions as outlined in the EDI Policy & Strategy, this includes applying for external grants or funding that could further the Key Activities outlined in the Strategy. They will demonstrate visible leadership in promoting a culture of inclusion as follows:

(i) Explain the City of Winnipeg's EDI Policy & Strategy to direct reports and remove barriers to implementation of approved strategic actions.
(ii) Review the department's diversity profile and develop plans to bridge gaps, including representation goals.
(iii) Hold teams accountable on the EDI Policy & Strategy implementation and corresponding departmental goals.
(iv) Respond effectively to instances of exclusion, discrimination, racism, harassment, etc.

[2] AUMA, Measuring Inclusion Tool for Municipal Governments (2019), describes key behaviours for a Culture of Inclusion.

(v) Seek feedback from teams on how to improve inclusion within the department / organization.
(vi) Promote EDI learning opportunities including participation in webinars, reviewing information and discussing as a team.
(vii) Fully consider how community members and employees who have been marginalized may be affected by any decision, program or policy.

8.3 Managers/Supervisors – Managers/Supervisors are responsible for orienting and educating employees on all applicable workplace policies, including the EDI Policy & Strategy, as well as monitoring the workplace for ongoing implementation of such policies. They will demonstrate visible leadership in promoting a culture of inclusion as follows:

(i) Explain the City of Winnipeg's EDI Policy & Strategy to direct reports and help facilitate implementation of approved programs and initiatives.
(ii) Review the department's diversity profile and develop plans to bridge gaps, including representation goals.
(iii) Hold teams accountable on the EDI Policy & Strategy implementation and corresponding departmental goals.
(iv) Respond effectively to instances of exclusion, discrimination, racism, harassment, etc.
(v) Seek feedback from teams on how to improve inclusion within the department.
(vi) Fully consider how community members and employees who have been marginalized may be affected by any decision, program or policy.

8.4 Equity Office Staff – The Equity Office Staff will demonstrate visible leadership in promoting a culture of inclusion as follows:

(i) Promote understanding of the EDI Policy & Strategy, through an appropriate combination of communications and training.
(ii) Provide advice to employees and managers regarding the EDI Policy & Strategy.
(iii) Promote and ensure effective implementation of the EDI Policy & Strategy.
(iv) Inform current and prospective employees of the purpose of the self-declaration questionnaire and assure them that the information collected is confidential and will only be used for equity, diversity and inclusion purposes.
(v) Formulate City equity, diversity and inclusion goals, strategies and plans in consultation with internal and external experts, stakeholders.
(vi) Analyse and report on workforce diversity representation.
(vii) Create and implement programming with internal and external experts, stakeholders.

(viii) Assist management in consultation with Human Resources Services in the development of recruitment, promotion and retention strategies and programs.
(ix) Conduct research, training and other work as determined by the EDI and other related Policies & Strategies as outlined above in Section 3. Strategic Alignment.

8.5 Human Resource Services – Human Resource Services will be responsible for reviewing and enhancing people systems and helping with educating the Public Service on all applicable workplace policies and strategies. They will demonstrate visible leadership in promoting a culture of inclusion as follows:

(i) Ensure bias free recruitment and retention through education and systems and metrics designed to reduce implicit bias.
(ii) Make selections based upon demonstrated EDI competencies, in accordance with in-scope and out-of-scope provisions.
(iii) Create systems to track flow data (i.e. data to study how equity groups fare in the selection process, etc.).
(iv) Contribute to the creation and implementation of bridging and supported employment programs.
(v) Promote employee health, wellness and safety, including job accommodations and accessibility.
(vi) Engage in working collaboratively with unions.
(vii) Monitor the workplace for ongoing implementation of related policies.

8.6 Materials Management - Materials Management will be responsible for reviewing and enhancing procurement systems and related processes in support of the EDI Policy & Strategy, and educating the Public Service on these priorities. They will demonstrate visible leadership in promoting a culture of inclusion as follows:

(i) Develop best practices in sustainable procurement in all four pillars: Indigenous, social, environmental and ethical.
(ii) Establish evaluation criteria to recognize suppliers who promote equity, diversity and inclusion.
(iii) Define progress metrics on sustainable procurement.
(iv) Create systems to track and report on progress, and economic benefits of sustainable procurement.
(v) Identify and engage with diverse suppliers to ensure accessibility to sustainable procurement opportunities.

8.7 Employees – All City employees have a responsibility in respecting equity, diversity and inclusion, and creating a welcoming and inclusive work environment. Employees actively support a culture of inclusion as follows:

(i) Promote a respectful workplace, free from harassment and discrimination.
(ii) Share ideas on how to become a more inclusive team and / or how to provide more responsive products, programs and services for the community.
(iii) Raise any issues of exclusion, discrimination, racism, harassment, etc. as outlined in the Respectful Workplace Administrative Standard.
(iv) Support departmental EDI goals and programs.
(v) Engage in learning about equity groups who have been marginalized through the EDI Education & Training Program, including the Awareness Series.
(vi) Be an Upstander/Ally.

8.8 **Mayor and Council** – Mayor and Council are critical in supporting the Public Service deliverables pertaining to Human Rights and the EDI Strategy. The Public Service will continue to work collaboratively with Mayor & Council in promoting Human Rights related policies and strategies.

8.9 **Unions** – Unions are critical to the success of EDI programming and initiatives within the Public Service. The Public Service will continue to work and collaborate with all unions to further the objectives of the EDI Policy & Strategy.

8.10 **Community Partners** – Community partners are critical to the EDI Policy & Strategy development and implementation. Community partners will be invited to collaborate closely with the Public Service to fully represent the interests and needs of the community they serve.

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City of Winnipeg's Equity, Diversity and Inclusion Strategy

EDI Vision

To be an employer of choice where our diverse, high-performing Public Service is fully engaged in operational excellence and in providing responsive products, programs and services for our diverse community members.

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1. To be an employer of choice for all segments of the labour force.
2. To achieve a diverse workforce representation, reflective of the community we serve, at all levels of the organization.
3. To create an inclusive work environment where employees feel safe, supported, included and engaged in meaningful work, including anti-racism, anti-oppression and cultural competency work.
4. To build strong, diverse, innovative and high-performing teams.
5. To achieve sustainable procurement, including strong supplier diversity and robust standards for evaluation of suppliers that support equity, diversity and inclusion.
6. To create an inclusive city where community members feel safe, supported, included and engaged in meaningful change, improvements, products, programs and services to foster social and economic equity.
7. To achieve sustainable procurement, including strong supplier diversity and robust standards for evaluation of suppliers that support equity, diversity and inclusion.

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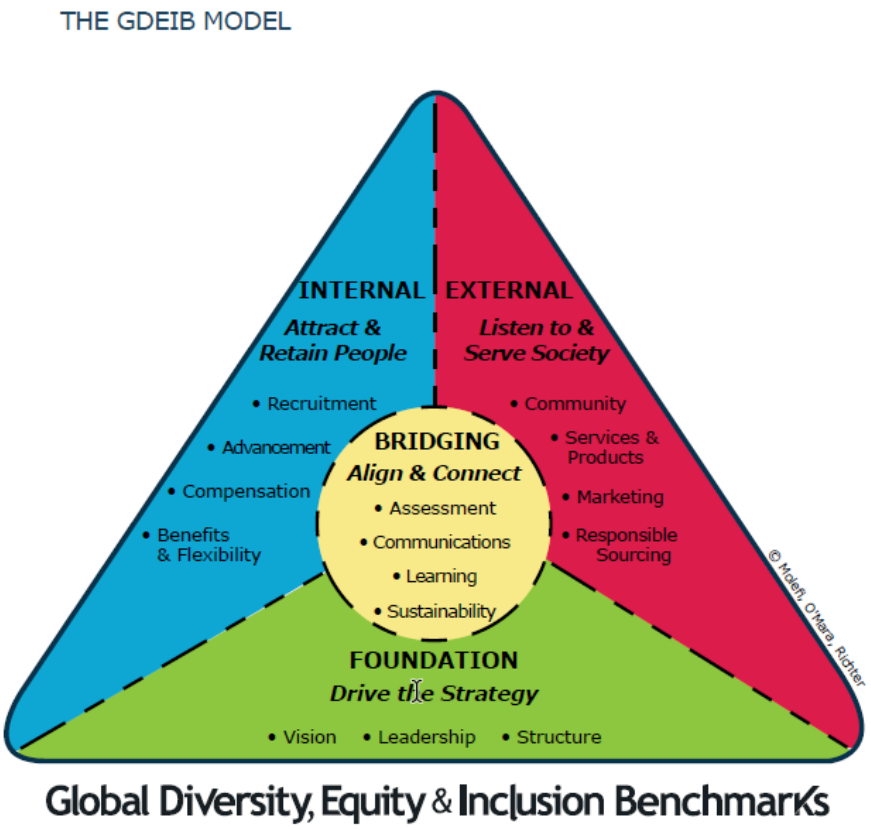
The Model: Global Diversity, Equity & Inclusion Benchmarks

The City of Winnipeg's Equity, Diversity & Inclusion Strategy is created based the Global Diversity, Equity & Inclusion Benchmarks[3] (GDEIB) framework that outlines diversity, equity & inclusion standards and best practices for organizations. The GDEIB 2021 Edition is based on a consensus among 112 Expert Panelists and represents deep expertise in Diversity, Equity & Inclusion practice.

The GDEIB 2021 provides comprehensive objectives that are global best practices (Level 5) and these are included in the City of Winnipeg EDI Policy & Strategy. The corresponding key activities include work that is needed to achieve the high-level objectives. Many key activities will require a working team to scope the project work and to set SMART (specific, measurable, achievable, realistic, and time-bound) goals and key performance indicators.



[3] From Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations Around the World © 2021 Julie O'Mara and Alan Richter. Used *with* permission. All Rights Reserved.

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Key	Resources
✓	EDI strategic priorities that could be undertaken within existing 2021-22 budgets and / or **within existing resources**.
✓	Activities that are **in progress** and ongoing in fiscal year 2021-22. No additional resources are required.
✓	Activities that require additional funds and / or resources to implement with **short-term** implementation (1-3 years, 2022-2024).
✓	Activities that require additional funds and / or resources to implement with **long-term** implementation (3-5 years, 2025-2027).

ABBREVIATIONS:

ALL	All City of Winnipeg Departments
BEN	Benefits
CAO	Chief Administrative Office
CC	City Clerks
CmS	Community Services
CSC	Customer Service & Communications, including Official Language Services
COMP	Compensation
ED	Employee Development
EO	Equity Office
FIN	Corporate Finance – Sustainable Procurement
H&S	Health & Safety
HRCC	Human Rights Committee of Council
HRIS	Human Resource Information System
HRS	Human Resource Services
IRD	Indigenous Relations Division
ITS	Innovation & Technology Services
LR	Labour Relations
LS	Legal Services
PO	Privacy Office
SMT	Senior Management Team
UD	Universal Design Steering Committee
UNS	Unions
W@W	Women at Work Committee

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1. Foundation: Drive the Strategy			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					**Short-term**	**Long-term**
1.1 Develop a strong rationale for the Equity, Diversity & Inclusion vision, mission and strategy and align it to organizational strategy and goals.	**1.1.1**	Embed equity, diversity & inclusion in the values, culture, systems and processes to ensure an integrated and concerted effort in achieving sustainable progress, including an Equity Lens Tool and alignment with HRCC's sub-committees.	**EO (HRCC, ALL)**		✓	✓	
	1.1.2	Conduct a Workplace Cultural Assessment to establish a baseline and to measure levels of employee engagement, to identify systemic barriers and to inform implementation of the Equity, Diversity & Inclusion Strategy to create a safe and inclusive work environment.	**EO (ALL)**	✓	✓	✓	
	1.1.3	Create an Anti-Racism & Anti-Oppression Policy & Strategy and associated structure, budget, systems, processes and resources to support its implementation.	**EO (HRCC, IRD, CmS, LS, PO)**			✓	
1.2 Hold leaders accountable for being role models and implementing the Equity, Diversity & Inclusion vision, mission and goals.	**1.2.1**	Assess and improve leadership awareness of and accountability for equity, diversity and inclusion, including anti-racism, anti-oppression, cultural competency and accessibility.	**EO (ED)**	✓		✓	

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1. Foundation: Drive the Strategy						Additional Resources	
Objectives	**Key Activities**		**Lead (Support)**	**Within Existing**	**In progress**	**Short-term**	**Long-term**
	1.2.2	Assess leaders' performance based on diversity leadership competencies and behaviours as part of the City of Winnipeg's Performance Management Program and Selections / Promotions.	**ED / HRS (EO, CAO)**	✓			✓
	1.2.3	Set individual EDI performance goals (aligned with the Corporate Strategic Plan) for leaders and employees to promote equity, diversity & inclusion and to help eliminate all forms of racism and discrimination.	**CAO (ALL)**	✓		✓	
1.3 **Provide visible, dedicated support and structure with authority and budget to effectively implement the Equity, Diversity & Inclusion Strategy.**	**1.3.1**	Define an organizational structure for the EDI Policy & Strategy with associated budget, systems, processes and resources to support its implementation as well as to anchor the City's commitments for sustainability in ongoing EDI strategic actions in support of Human Rights.	**CAO / EO (HRCC, IRD, CmS, UD, CSC)**	✓		✓	
	1.3.2	Establish Employee Resource Groups (ERGs) and systems / platforms for outreach to members of equity groups throughout the organization.	**EO (IRD, CmS, UD, CSC)**		✓	✓	

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1. Foundation: Drive the Strategy			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					**Short-term**	**Long-term**
	1.3.3	Establish an EDI Leadership Committee with representation from unions, management and Employee Resource Groups for key insights in the implementation of the Equity, Diversity & Inclusion Strategy.	**EO (HRCC, IRD, LR, CmS, UD, CSC, UNS)**	✓			

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2. Internal: Recruit & Retain People			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					**Short-term**	**Long-term**
2.1 **Ensure that attraction, sourcing, and recruitment systems / city processes are done through the lens of Equity, Diversity & Inclusion.**	**2.1.1**	Conduct an Employment Systems Review (ESR) to identify and remove barriers.	**EO / HRS (ITS, HR, CSC, IRD, CmS, UD, UNS)**			✓	
	2.1.2	Ensure hiring and promotional selection panels are diverse and educated on the impact of bias and strategies to mitigate any negative impacts.	**HRS (ED, EO)**	✓		✓	
	2.1.3	Establish recruitment and retention goals for equitable representation at all levels of the organization for out-of-scope positions as well as for entry level positions. This may include designating positions and / or targeted recruitment (informed by workforce gap analyses, consultations with stakeholders and studies).	**EO / HRS (ITS, HRIS)**	✓	✓	✓	
	2.1.4	Establish recruitment and retention goals for equitable representation at all levels of the organization within all union jurisdictions. This may include designating positions and / or targeted recruitment (informed by workforce gap analyses, consultations with stakeholders, and studies).	**EO / HRS (ITS, HRIS, LR, UNS)**	✓			✓

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2. Internal: Recruit & Retain People			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					**Short-term**	**Long-term**
	2.1.5	Create a Bridging Employment Program[2]. This program will be tailored to various departmental requirements and strategic alignment with other related strategies. This program will be designed for equity group members who are within a year of fully meeting job requirements.	**EO / HRS (ALL, LR, UNS, LS, PO)**			✓	✓
	2.1.6	Create Supported Employment Program[3]. This program will be tailored to various departmental requirements and strategic alignment with other related strategies. This program will be designed for equity group members who have an intellectual disability.	**EO / HRS (ALL, LR, UNS, LS, PO)**			✓	✓
	2.1.7	Create an Internship Program designed to provide equity group candidates with relevant work experience through rotational assignments (i.e. they have the education and need experience / Canadian experience in their field).	**EO / HRS (ALL, LR, UNS, LS, PO)**			✓	✓
	2.1.8	Research the Municipal Nominee Program and provide information to Sr. Leadership on feasibility.	**EO / HRS (CmS CC)**	✓		✓	

[2] A Bridging Employment Program creates employment opportunities for equity group members who are close to meeting standard job requirements. The employment opportunities in this program provide the necessary knowledge, skills and experience to secure an ongoing role with the City.

[3] A Supported Employment Program creates employment opportunities for persons with intellectual / cognitive disabilities in a very supportive work environment in partnership with community partners and their job coaches.

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2. Internal: Recruit & Retain People						Additional Resources	
Objectives	**Key Activities**		**Lead (Support)**	**Within Existing**	**In progress**	**Short-term**	**Long-term**
2.2 **Ensure that equity, diversity & inclusion are integrated into talent management, employee development, performance management, promotion and retention.**	**2.2.1**	Strengthen performance management systems throughout the organization, per Corporate Strategic Plan Goal 1.7, and integrate equity, diversity & inclusion, anti-racism, anti-oppression, accessibility, cultural competency, as well as EDI leadership competencies.	**HR (ALL)**	✓		✓	
	2.2.2	Create an EDI Leadership Development Program.	**EO (IRD, CmS, LS, PO)**	✓		✓	
	2.2.3	Include Equity, Diversity & Inclusion Statements of Commitment in all eight collective agreements.	**LR (UNS)**		✓	✓	
	2.2.4	Work with Unions to develop supportive measures to achieve representation at all levels of the organization (promotions, partnership opportunities, etc.).	**LR (UNS)**		✓		✓
	2.2.5	Apply equity, diversity & inclusion lens to succession planning for ongoing employment, professional and leadership development opportunities within the City for equity groups.	**SMT/ HR**	✓		✓	

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2. Internal: Recruit & Retain People			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					**Short-term**	**Long-term**
2.3 **Ensure that HR systems for job design and classification are evaluated for bias and accessibility and that compensation is equitable across key dimensions of diversity.**	**2.3.1**	Review job design, job descriptions, requirements, classifications and compensation for bias, adverse impact, accessibility and pay equity. Establish a minimum qualification validation methodology to assist in this review.	**COMP / LR**	✓		✓	✓
	2.3.2	Design jobs for the Supported Employment Program and Bridging Employment Program, framing underfill and / or developmental language as required.	**EO (COMP LR HRS)**	✓		✓	✓
	2.3.3	Develop systems to clearly tie performance and progression / advancement to a variety of equity, diversity & inclusion measures.	**HRS (UNS, LR)**	✓			✓
2.4 **Fulfill the duty to accommodate by exploring universal design for persons and/or groups on the basis of all protected characteristics.**	**2.4.1**	Plan for universal design to help ensure full accessibility and inclusion for diverse employees.	**UD / H&S** **(HRS, EO, ALL)**	✓		✓	✓

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2. Internal: Recruit & Retain People			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					**Short-term**	**Long-term**
2.5 **Achieve work-life integration, flexibility, and equitable benefits and ensure these are widely available and accessible.**	**2.5.1**	As part of the City of Winnipeg's Workplace Cultural Assessment 2021, conduct a review of diverse employees' needs relating work-life integration, psychological health & safety and flexibility in the workplace.	**EO/ H&S (ALL)**	✓		✓	
	2.5.2	Research and implement employer / employee flexible benefits that reflect the needs of our diverse employees.	**BEN (LR)**	✓		✓	✓
	2.5.3	Design enhancements in the workplace that support the expressed needs of diverse employees, for all employment status categories.	**EO (HR, CmS, IRD, UD, CSC, W@W, ALL)**	✓		✓	✓

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3. Bridging: Align & Connect			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					**Short-term**	**Long-term**
3.1 **Ensure that assessment, measurement and research guide Equity, Diversity & Inclusion decisions.**	**3.1.1**	Develop a comprehensive and transparent Equity, Diversity and Inclusion workforce analytics dashboard for efficient reporting of valid, reliable and consistent data on workforce diversity and equity metrics and accountabilities. This reporting will be developed for each department and for the City as whole. EO to report in March of every year to the HRCC, EPC and Council.	**EO (ITS, HRIS, CSC, LS, PO)**	✓	✓	✓	
	3.1.2	Launch the new 2021 Self-Declaration Questionnaire that is more inclusive of all employees to set evidence-informed diversity and equity targets.	**EO (HRIS, ITS, CSC, LS, PO)**	✓	✓		
	3.1.3	Develop innovative systems and metrics to help inform strategic Equity, Diversity & Inclusion priorities, including advanced disaggregated data analyses to proactively address emerging issues / opportunities and to monitor and report on current progress.	**EO (ITS, CSC)**	✓		✓	
	3.1.4	Create an Equity Lens Tool and ensure an Equity Assessment is conducted on all significant decisions. The Equity Assessment will form part of all recommendations to Mayor & Council.	**CmS / EO (CAO, LS)**	✓	✓	✓	

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3. Bridging: Align & Connect			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					**Short-term**	**Long-term**
	3.1.5	Research Equity Data Centre options to measure the diversity of our city (population and labour force), and accessibility to our products, programs and services.	**CAO - City Economist (EO)**	✓			✓
3.2 **Develop a robust, transparent and accessible Equity, Diversity & Inclusion communication strategy.**	**3.2.1**	Plan communications of the strategy and progress to ensure all employees and community members are aware of the sustained effort in promoting equity, diversity, inclusion and accessibility, including anti-racism and anti-oppression at the City of Winnipeg. This will align with the City's Open Government Policy and will include an EDI platform, online dashboard for transparency and the open data portal, etc.	**CSC (EO)**	✓	✓	✓	
3.3 **Educate leaders and employees to achieve the level of equity, diversity & inclusion competence and confidence needed to create an equitable, diverse and inclusive organization.**	**3.3.1**	Develop and deliver a comprehensive Equity, Diversity and Inclusion Education & Training Program, including an Awareness Series for ongoing learning opportunities throughout the year for employees and elected Council members.	**EO (CmS, IRD, W@W, CSC, ED)**	✓	✓	✓	✓

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3. Bridging: Align & Connect			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					**Short-term**	**Long-term**
	3.3.2	As part of the Anti-Racism Awareness at the City, plan ongoing events throughout the year in collaboration with community partners.	**EO (CmS, IRD, W@W, CSC, ED)**	✓	✓	✓	✓
3.4 Develop a change management strategy and align with sustainability efforts.	**3.4.1**	Plan for change management as part of the implementation of the EDI Strategy.	**EO**	✓		✓	
	3.4.2	Obtain and maintain Diversio Certification, the global standard for inclusion.	**EO**		✓	✓	
	3.4.3	Explore ISO 9001 to measure, monitor, and manage quality of operations, programs and progress, i.e. operational excellence.	**CAO (ALL)**	✓		✓	
	3.4.4	Explore creating a Human Rights By-Law that will anchor all human rights / EDI related strategies for sustained progress into the future.	**HRCC/ EPC/ Council (EO, IRD, CmS, CSC, UD, FIN, HRS; LS)**	✓			

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4. External: Listen & Respond to Community Members			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					Short-term	Long-term
4.1 **Be proactive in working with community, public and private partnerships, government, community at large, and through volunteerism.**	**4.1.1**	Proactively seek opportunities to support key community events, especially with community partners.	**EO (CmS, IRD, CSC, UD)**			✓	✓
	4.1.2	Explore feasibility of an Anti-Racism & Anti-Oppression Massive Open Online Course Offering in collaboration with community partners.	**EO (CmS)**	✓	✓		
	4.1.3	Strengthen organizational communication in education and taking a stand on Human Rights / societal issues related to achieving social equity and justice for groups who have been marginalized.	**CAO (CSC, EO, HRCC; IRD)**	✓		✓	✓
	4.1.4	Align equity, diversity, inclusion and accessibility efforts with signed agreements, by-laws and strategies in support of community relations and incorporate perspectives on intersectionalities for full inclusion (See 2. Fundamental Principles and 3. Strategic Alignment in the EDI Policy).	**EO (HRCC IRD, CmS, UD, CSC, FIN, HRS)**	✓	✓	✓	
	4.1.5	Create an employee volunteerism program in support of community projects.	**EO**	✓		✓	

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4. External: Listen & Respond to Community Members			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					Short-term	Long-term
4.2 **Embed equity, diversity & inclusion in products, programs and services to ensure they are responsive to the needs of our diverse customers and community members.**	**4.2.1**	Create plans to consult with the EDI Leadership Committee for key insights on products, programs and services to advance social equity and economic progress in the community. The EDI Leadership Committee will consult as needed with community partners. The result will be an Equity Assessment that will form part of inclusive recommendations to Senior Management and/or Council.	**EO (ALL)**	✓			
4.3 **Integrate equity, diversity & inclusion into marketing, community engagement and customer service to ensure they are responsive to the needs of our diverse community members.**	**4.3.1**	Identify and apply advanced and unbiased analysis techniques to understand and respond to the diversity of Winnipeg community members, including nuances of intersectionality in city communications.	**CSC (EO)**	✓		✓	
	4.3.2	Create plans to consult with the EDI Leadership Committee for key insights on marketing and customer service to advance social equity and economic progress in the community. The EDI Leadership Committee will consult as needed with community partners. The result will be an Equity Assessment that will form part of inclusive recommendations to Senior Management and/or Council.	**CSC (EO)**	✓		✓	

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4. External: Listen & Respond to Community Members			Lead (Support)	Within Existing	In progress	Additional Resources	
Objectives	**Key Activities**					**Short-term**	**Long-term**
4.4 **Practice sustainable procurement and develop supplier diversity.**	**4.4.1**	Develop a plan to build supplier diversity and accessibility as part of the sustainable procurement process.	**FIN (EO)**			✓	
	4.4.2	Measure and report on economic benefits of sustainable procurement.	**FIN**			✓	

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Key Performance Indicators

Key Activity	KPI Description	KPI
1. Workplace Cultural Assessment	Minimum survey response rate	60%
2. Workplace Cultural Assessment	Minimum focus group participation rate	65%
3. Self-Declaration Questionnaire (SDQ)	Response rate to demonstrate employees have read and understood the SDQ	65%
4. Workforce Diversity – Indigenous Peoples	Goals for Indigenous representation including in managerial roles will be set at the conclusion of the 2021 Self-Declaration Campaign	TBD; CSP: 12% overall and 12% in managerial roles
5. Workforce Diversity – Women	Goals for Women representation including in managerial roles will be set at the conclusion of the 2021 Self-Declaration Campaign	TBD; CSP: 50% overall and 50% in managerial roles
6. Workforce Diversity – Racialized Peoples	Goals for Racialized Peoples representation including in managerial roles will be set at the conclusion of the 2021 Self-Declaration Campaign	TBD; CSP: 25% overall and 25% in managerial roles
7. Workforce Diversity – Persons with Disabilities	Goals for Persons with Disabilities representation including in managerial roles will be set at the conclusion of the 2021 Self-Declaration Campaign	TBD; CSP: 9% overall and 9% in managerial roles
8. Workforce Diversity – Newcomers	Goals for Newcomers representation including in managerial roles will be set at the conclusion of the 2021 Self-Declaration Campaign	TBD
9. Workforce Diversity – 2SLGBTQ+ Persons	Goals for 2SLGBTQ+ Persons representation including in managerial roles will be set at the conclusion of the 2021 Self-Declaration Campaign	TBD
10. Workforce Diversity – French-speaking persons	Goals for French-speaking persons representation including in managerial roles will be set when workforce analyses are undertaken subsequent to the Self-Declaration Campaign. This data is collected at time of hire, and is not part of the 2021 Self-Declaration Questionnaire.	TBD