APPENDIX F - EDI Strategy

1. Foundation: Drive the Strategy

1.1	Develop a strong rationale for the EDI vision, mission and strategy and align it to organizational strategy and goals.		Equity Office Focus Areas	Lead	Involved / Support	Notes
	1.1.1	Embed EDI 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 Governance	EO	HRCC, All	Ongoing work on the Journey of Reconciliation, Journey of Inclusion, and Journey to a Human Rights City. This progress will be strengthened with Change Management Strategy, Performance Management System and ISO 30415: 2021 – EDI & HR Management.
	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 EDI Strategy to create a safe and inclusive work environment.	EO Governance	EO	All	Employee Engagement and Organizational Culture Survey has begun and will continue at regular intervals. New strategic actions will stem from findings. The Psychological Health and Safety in the Workplace Administrative Standard was developed in May 2024.
	1.1.3	Create an Anti-Racism & Anti-Oppression Policy & Strategy and associated structure, budget, systems, processes and resources to support its implementation.	EO Governance	EO	HRCC, IRD, CmS, LS, PO	This important work requires dedicated resources. Options to be explored on how to move forward on this strategic action.
1.2	**Hold leaders accountable for being role models and implementing the EDI vision, mission and goals.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	1.2.1	Assess and improve leadership awareness of and accountability for EDI, including anti-racism, anti-oppression, cultural competency and accessibility.	EO Governance & Employee Education	EO	ED	Ongoing, will be strengthened with Change Management Strategy and Performance Management System. The Journey of Inclusion mandatory training is providing key knowledge, as well as ongoing learning events promoted in the EDI Calendar and Learning Management System. More mandatory training needs to be developed per the EDI Education and Training Program Framework approved in 2020. Budget constraints have prevented progress on this important component.
	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.	EO Governance & Employee Programs	HRS, ED	EO, CAO	Performance Management System supports this work.
	1.2.3	Set individual EDI performance goals (aligned with the Corporate Strategic Plan) for leaders and employees to promote EDI and to help eliminate all forms of racism and discrimination.	Employee Programs	CAO	All	Performance Management System supports this work.
1.3	**Provide visible, dedicated support and structure with authority and budget to effectively implement the EDI Strategy.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	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	EO Governance	CAO, EO	HRCC, IRD, CmS, UD, CSC	Creation of the Equity Office in 2021. EO Governance Model (2023) and EDI Leadership Committee (2024) are in place. A third full-time staff member will be hired into the role of Equity Programs Coordinator in 2025. Budget constraints and several changes in leadership have created some challenges for the EO.
	1.3.2	Establish Professional Equity Networks (PENs; formerly Employee Resource Groups) and systems / platforms for outreach to members of equity groups throughout the organization.	EO Governance & Employee Demographics	EO	IRD CmS UD CSC	Currently in place: Indigenous Employees Group (IRD), Women at Work and Pride CoW. Planned PENs: Transitioning the Indigenous Employees Group to the PEN within the EO, Racialized Employees, Employees with Disabilities, Newcomers, Francophones and Francophiles. An Expression of Interest posting for the Indigenous Employees PEN resulted in one applicant only. EO will work with IRD to map out a path forward for Indigenous employees.
	1.3.3	Establish an EDI Leadership Committee with representation from Unions, Management and PENs for key insights in the implementation of the EDI Strategy.	EO Governance	EO	HRCC, LR, IRD, CmS, UD, CSC, UNS	Complete. The EO Governance Model outlines key engagement with internal and external stakeholders and Indigenous Rightsholders. EDI Leadership Committee was created in 2024 with functional leadership from all Departments.

2. Internal: Recruit & Retain People

2.1	Ensure that attraction, sourcing, and recruitment systems / city processes are done through the lens of EDI.		Equity Office Focus Areas	Lead	Involved / Support	Notes
	2.1.1	Conduct an Employment Systems Review (ESR) to identify and remove barriers.	EO Governance & Employee Programs	EO HRS	ITS, HR, CSC, IRD, CmS, UD, UNS	On hold until Equity Programs Coordinator is hired.
	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.	Employee Programs	HRS	EO, ED	Discussions have begun to update the Bias Free Selections Training , as well as plans to develop the remaining mandatory EDI Education and Training.
	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).	Employee Demographics	HRS EO	ITS, HRIS	General targets for CoW employees reflect Corp Strategy - meeting the available labour market representation first; then overall population; specific goals for each department and division will be developed, according to their demographics captured in the Diversity Dashboard. CAO has approved that equity will be a consideration in hiring [while honouring all existing language within the Collective Agreements]. Equity in Recruitment Working Group is active to train recruiters for roll out in 2025.
	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).	Employee Demographics	HRS, EO	ITS, HRIS, LR, UNS	On hold until we successfully implement for entry level and out of scope in 2.1.3.
	2.1.5	Create a Bridging Employment Program. 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. NOTE: 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 within the City.	Employee Programs	EO HRS	ALL, LR, UNS, LS, PO	On hold until Equity Programs Coordinator is hired. This will include a Pre-Employment Program Framework for equity group candidates with community partners in preparation for ongoing jobs at the City of Winnipeg.

	2.1.6	Create a Supported Employment Program. 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. NOTE: 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.	Employee Programs	EO HRS	ALL, LR, UNS, LS, PO	On hold until Equity Programs Coordinator is hired. Work was completed in 2024 to get the Routine Factory Coach in Hand app vetted and approved at the City of Winnipeg.
	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 in their field).	Employee Programs	EO HRS	ALL, LR, UNS, LS, PO	On hold until Equity Programs Coordinator is hired.
	2.1.8	Research the Municipal Nominee Program and provide information to Senior Leadership on feasibility.	Employee Programs	EO HRS	ALL, LR, UNS, LS, PO	On hold pending resources.
2.2	**Ensure that EDI are integrating into talent management, employee development, performance management, promotion and retention.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	2.2.1	Strengthen performance management systems throughout the organization, per Corporate Strategic Plan Goal 1.7, and integrate EDI, anti-racism, anti-oppression, accessibility, cultural competency, as well as EDI leadership competencies.	Employee Programs	HRS	All	EO is exploring capablities within the new LMS in conversations with Employee Development.
	2.2.2	Create an EDI Leadership Development Program.	Employee Programs	EO	IRD, CmS, LS, PO	EO is exploring capablities within the new Learning Management System in conversations with Employee Development; EDI Leadership Committee and insights from the ISO 30415: 2021 - EDI & HR Management Phase 1 review.
	2.2.3	Include EDI Statements of Commitment and related provisions in all eight collective agreements.	EO Governance & Employee Programs	LR	UNS	All Collective Agreements have EDI Statements of Commitment except ATU which has a provision about respectful and fair treatment. EO & LR have successfully engaged with CUPE on establishing an EDI Sub Committee in 2024. WAPSO has expressed similar interest for an EDI Sub Committee. Similar offerings are being made via contacts in LR with all Unions to gauge their interest in 2025.
	2.2.4	Work with Unions to develop supportive measures to achieve representation at all levels of the organization (promotions, partnership opportunities, etc.).	EO Governance & Employee Programs	LR	UNS	On hold. Explore when ready to address 2.1.4.
	2.2.5	Apply EDI lens to succession planning for ongoing employment, professional and leadership development opportunities within the City for equity groups.	EO Governance and Employee Programs	SMT HRS		EO is working on EDI current state assessment as part of the ISO 30415: 2021 – EDI & HR Management. Upon completion of Phase 1- more information will be avaible to the EDI Leadership Committee to inform next strategic priorities.
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.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	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.	EO Governance	COMP	LR	On hold until Equity Programs Coordinator is hired. Initial conversations with Human Resource Services have occurred.
	2.3.2	Design jobs for the Supported Employment Program and Bridging Employment Program, framing underfill and / or developmental language as required.	Employee Programs	EO	COMP, LR, HRS	On hold until Equity Programs Coordinator is hired. Initial conversations with Human Resource Services have occurred.
	2.3.3	Develop systems to clearly tie performance and progression / advancement to a variety of EDI measures.	Employee Programs	HRS	LR, UNS	On hold until Equity Programs Coordinator is hired. Initial conversations with Human Resource Services have occurred.
2.4	**Fulfill the duty to accommodate by exploring universal design for persons and/or groups on the basis of all protected characteristics.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	2.4.1	Plan for universal design to help ensure full accessibility and inclusion for diverse employees.	Employee Programs	UD, H&S	HRS, EO, All	A Privacy Impact Assessment is underway for the job accommodation process.
2.5	**Achieve work-life integration, flexibility, and equitable benefits and ensure these are widely available and accessible.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	2.5.1	As part of the City of Winnipeg's Workplace Cultural Assessment, conduct a review of diverse employees' needs relating work-life integration, psychological health & safety and flexibility in the workplace.	Employee Programs	H&S, EO	All	Employee Engagement and Organizational Culture Survey has begun and will continue at regular intervals. New strategic actions will stem from findings. Initial conversations have begun in 2024. On hold until Equity Programs Coordinator is hired to move forward on next steps. Insights from the ISO 30415: 2021 – EDI & HR Management, Phase 1 review, will also inform this.
	2.5.2	Research and implement employer / employee flexible benefits that reflect the needs of diverse employees.	Employee Programs	BEN	LR	Employee Engagement and Organizational Culture Survey has begun and will continue at regular intervals. New strategic actions will stem from findings. Initial conversations have begun in 2024. On hold until Equity Programs Coordinator is hired to move forward on next steps. Insights from the ISO 30415: 2021 – EDI & HR Management, Phase 1 review, will also inform this.
	2.5.3	Design enhancements in the workplace that support the expressed needs of diverse employees, for all employment status categories.	Employee Programs	EO	HRS, CmS, IRD, UD, CSC, PENs, All	Employee Engagement and Organizational Culture Survey has begun and will continue at regular intervals. New strategic actions will stem from findings. Initial conversations have begun in 2024. On hold until Equity Programs Coordinator is hired to move forward on next steps. Insights from the ISO 30415: 2021 – EDI & HR Management, Phase 1 review, will also inform this. The Psychological Health and Safety in the Workplace Administrative Standard was developed in May 2024.
3. Bridging: Align & Connect						
3.1	**Ensure that assessment, measurement and research guide EDI decisions.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	3.1.1	Develop a comprehensive and transparent EDI 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 a whole. EO to report every year to the HRCC, EPC and Council.	Employee Demographics	EO	ITS, HRIS, CSC, LS, PO	Complete. Ongoing operational excellence. The Diversity Dashboard has been created, and has earned the Ascent Award from CPHR MB in 2023. The Diversity Reports Working Group continues to refine the Diversity Dashboard, publish to the Open Data Portal and create new goal setting tools and associated training. Annual Workforce Diversity Reports are delivered every Q2.

	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.	Employee Demographics	EO	HRIS, ITS, CSC, LS, PO	Complete. Ongoing operational excellence. Self-Declaration Questionnaire was launched in 2021 and the campaign for employee participation is ongoing. An update will occur once identity validation protocols are set.
	3.1.3	Develop innovative systems and metrics to help inform strategic EDI priorities, including advanced disaggregated data analyses to proactively address emerging issues / opportunities and to monitor and report on current progress.	Employee Demographics	EO	ITS, CSC	With a 61.1% reponse rate to the Self-Declaration Questionnaire, sufficient data have been collected. The Diversity Reports Working Group has begun analyzing disaggregated data which has been included in the 2024 Annual Workforce Diversity Report for the first time.
	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.	EO Governance and Employee Programs	CmS, EO	CAO, LS	The EO taking the lead and is examining the GBA+ that the Federal Government has created to provide an equity lens for all equity groups. Plan to align with the Human Rights Impact Assessment (HRIA) Tool that the HRCC may be developing.
	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.	EO Governance	CAO - City Economist	EO	On hold pending resources.
NEW	3.1.6	Engage with Indigenous Governments to establish identity verification processes to help safeguard the rights of Indigenous Rightsholders in Treaty One Territory and in the National Homeland of the Red River Métis.	EO Governance, Employee Demographics	IRD EO	LS	EO has been working with the Indigenous Relations Division and the Manitoba Human Rights Commission in the 2024. Working group is ongoing in this effort.
NEW	3.1.7	Engage with community stakeholders and Inuit Rightsholders to establish reasonable verification processes for the equity groups.	EO Governance, Employee Demographics	IRD EO	LS	Ibid.
NEW	3.1.8	Measure internal services customer satisfaction level in support of operational excellence.	EO Governance	HRS	EO	Surveys are issued bi-annually.
3.2	**Develop a robust, transparent and accessible EDI communication strategy.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	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 EDI 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.	EO Governance & Employee Education	CSC, EO		EO and Communications have established monthly meetings where topics such as this are addressed and plans made to support the goals accordingly. Diversity data has been publishing to the Open Data Portal since January 1, 2024. Annual Workforce Diversity Reports are publicly available.
3.3	**Educate leaders and employees to achieve the level of EDI competence and confidence needed to create an equitable, diverse and inclusive organization.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	3.3.1	Develop and deliver a comprehensive EDI Education & Training Program, including an Awareness Series for ongoing learning opportunities throughout the year for employees and elected Council members.	Employee Education	EO	ED, CmS, IRD, PENs, CSC	EO actively promotes learning opportunities offered by employer partners (Canadian Centre for Diversity and Inclusion, and Pride at Work) and the HRCC & EO Awareness & Action Speaker Series (open to Public Service and Residents) in the EDI Calendar and in Three Things Today. Community events are also promoted in the EDI Calendar. More work is required on remaining mandatory training modules, EDI and Leadership focused.
	3.3.2	As part of the Anti-Racism Awareness at the City, plan ongoing learning events throughout the year in collaboration with community partners.	Employee Education	EO	ED, CmS, IRD, PENs, CSC	Ibid.
3.4	**Develop a change management strategy and align with sustainability efforts.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	3.4.1	Plan for change management as part of the implementation of the EDI Strategy.	EO Governance	EO		EDI Leadership Committee is mapping out strategy implementation and associated change management plans.
	3.4.2	Obtain and maintain Diversio Certification, the global standard for inclusion.	EO Governance	EO		On hold pending resources.
	3.4.3	Explore ISO 9001 to measure, monitor, and manage quality of operations, programs and progress, i.e. operational excellence.	EO Governance	CAO	All	EO and HRS completed Phase One of the ISO 30415: 2021 - EDI & HR Management process with the help of Ultimate Potentials Consultant, Phyllis Reid-Jarvis and HRS.
	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.	EO Governance	HRCC, EPC, Council	EO, IRD, CmS, CSC, UD, FIN, HRS, LS	On hold pending resources.
4. External: Listen & Respond to Residents						
4.1	**Be proactive in working with community, public and private partnerships, government, community at large, and through volunteerism.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	4.1.1	Proactively seek opportunities to support key community events, especially with community partners.	EO Governance & Employee Education	EO	CmS, IRD, CSC, UD	EO partnered with World Education Services and Immigration Partnership Winnipeg on the #ImmigrantsWork education and awareness campaign. EO will help coordinate representation on the Safe Cities Working Group once the Equity Programs Coordinator is hired.
	4.1.2	Explore feasibility of an Anti-Racism & Anti-Oppression Massive Open Online Course Offering in collaboration with community partners.	EO Governance	EO	CmS	On hold.
	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.	EO Governance & Employee Education	CAO	CSC, EO, HRCC, IRD	A guide was created to help the City of Winnipeg respond to human rights issues in society. Communications and Equity Office will diligently monitor and action as needed. In support of all human rights strategies, plan ongoing learning events throughout the year as part of the Human Rights Committee of Council Awareness & Action Speaker Series (open to Public Service and Residents). Partner with Government of Manitoba on larger productions on Women and Gender Equity and the elimination of gender based violence with a focus on MMIWG2S+. Engage with local experts, including persons with lived experience. People Leaders have also received a resource curated by Pride at Work Canada, an employer partner, entitled "Emergency Messaging Guide".

	4.1.4	Align EDI 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 Governance	EO	HRCC, IRD, CmS, UD, CSC, FIN, HRS	EDI Leadership Committee is mapping out strategy implementation and associated change management plans and per the EO Governance Model.
	4.1.5	Create an employee volunteerism program in support of community projects.	Employee Programs	EO	CAO, LS	Promote the volunteering options to the Public Service. An important component to attract Millennials and Gen Z employees. Currently, the City will grant paid leave for one day of giving back to community.
4.2	**Embed EDI in products, programs and services to ensure they are responsive to the needs of diverse customers and community members.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	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 Governance	EO	ALL	Following the principles of the EO Governance Model, work will begin on remaining EDI strategic priorities, including an Equity Lens Tool to inform the Equity Assessments.Working more closely with Talent Aquistion, IRD, Community Services etc. around conversations, consultations and or community engagement on this topic as it impacts recruitment, retention and career development within the PS.
4.3	**Integrate EDI into marketing, community engagement and customer service to ensure they are responsive to the needs of diverse community members.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	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.	EO Governance	CSC	EO	The Equity Lens Tool in consultation with the EDI LC to be developed will assist with these analyses. Note- HRCC may be exploring the development of an equity tool as well; there may be the possiblity of working with them on their tool development for use within the Public Service.
	4.3.2	Create plans to consult with the EDI Leadership Committee for key insights on marketing, community engagement 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.	EO Governance	CSC	EO	Following the principles of the EO Governance Model, work will begin on remaining EDI strategic priorities, including an Equity Lens Tool to inform the Equity Assessments. Working more closely with TA, IRD, CmS, etc. around conversations, consultations and or community engagement on this topic as it impacts recruitment, retention and career development within the Public Service.
4.4	**Practice sustainable procurement and develop supplier diversity.**		**Equity Office Focus Areas**	**Lead**	**Involved / Support**	**Notes**
	4.4.1	Develop a plan to build supplier diversity and accessibility as part of the sustainable procurement process.	EO Governance	FIN	EO	The 2024 Sustainable Procurement Action Plan Annual Report was submitted to EPC on March 18, 2025. Indigenous- and Women-owned businesses were a big focus in 2024.
	4.4.2	Measure and report on economic benefits of sustainable procurement.	EO Governance	FIN		Details are captured in the 2024 Sustainable Procurement Action Plan Annual Report.