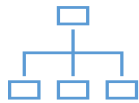


# Diversity & Inclusion: Benchmarking Summary

## Description

- Following the June 2020 Council motion on anti-racism, administration committed to explore and benchmark Inclusivity and Diversity department structures in addition to other initiatives such as committees, employee resources groups in Alberta and other Canadian communities.
- This benchmarking report is based on
  - 15 municipalities
  - 2019 Top 100 Canada's Best Diversity Employers

## Key Findings



### Structure

- 61% report to CAO or Director of HR
- 94% have designated D&I staff
- Number of positions varies greatly from a department of 4-10 people to smaller communities with 1 staff



### Employee Support

- 44% have Employee Resource Groups
- 44% have mentorship programs
- 28% have Trans employee support guidelines



### Training

- 72% have anti-racism training
- 17% of those with anti-racism training make this mandatory



### Committees

- 56% have D&I committees



### Accessibility

- 33% have accessibility plans



### Hiring

- 66% have inclusive hiring/recruitment/promotion initiatives

## Considerations

- Important factors in the success of a D&I strategy were identified based on CCUNESCO's Coalition of Inclusive Municipalities toolkit<sup>1</sup> outlining best practices in addition to the 2006 Conference Board of Canada Report<sup>2</sup>, Deloitte's 2012<sup>3</sup> and 2013<sup>4</sup>, a review of 5 municipal D&I frameworks<sup>5</sup>, and interviews with Suncor and AHS D&I practitioners. These include:
  - Senior leadership commitment is strong and lead by example
  - D&I officers report to senior leadership and have sufficient authority to undertake initiatives
  - Strategy includes measurable objectives including in relation to leadership and organization performance
  - Communication about D&I commitment and progress

<sup>1</sup> <https://en.ccunesco.ca/-/media/Files/Unesco/Resources/2020/04/ToolkitCoalitionInclusiveMunicipalities.pdf>

<sup>2</sup> Sandra Parris, Allison P. Cowan and Nancy Huggett, "Conference Board of Canada Report on Priorities, Practices and Performance in Canadian Organizations." November 2006.

<sup>3</sup> "Inclusive leadership. Will a hug do?" Human Capital, Deloitte Australia Point of View. March 2012.

<sup>4</sup> Giam Swiegers and Karen Toohey, "Waiter, is that inclusion in my soup? A new recipe to improve business performance." Deloitte. May 2013.

<sup>5</sup> Municipal D&I Frameworks reviewed included: Calgary, Edmonton, Halifax, Oshawa, and Stratford.