
For Information

REPORT TITLE: **Region of Peel Workforce Census**

FROM: Gary Kent, Chief Financial Officer and Commissioner of Corporate Services

OBJECTIVE

To provide the Diversity, Equity and Anti-Racism Committee an update on the results and findings of the Region of Peel's Workforce Census, Courageous Conversations and Diversity, Equity and Inclusion recommendations.

REPORT HIGHLIGHTS

- The Region of Peel is continuing its journey to become a more diverse and inclusive workplace and community.
 - Data from the workforce Census and Courageous Conversations served as inputs into Diversity, Equity and Inclusion recommendations for the organization.
 - Diversity, Equity and Inclusion recommendations will be implemented over three phases, commencing in 2021 through to 2025.
 - The Region has released an Anti-racism and Systemic Discrimination position statement that articulates an organizational commitment to dismantling racism and systemic discrimination in the workplace and in the community.
 - The Region's focus on the COVID-19 pandemic response delayed the timelines of specific Diversity, Equity and Inclusion deliverables, such as the development of the Diversity, Equity and Inclusion Strategy, which will now be developed in 2022.
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DISCUSSION

1. Background

The Region of Peel has been actively working to become a more diverse and inclusive workplace and community where everyone feels a sense of belonging regardless of individual or group differences. In order to advance this work in a meaningful way, data was needed to inform decision-making and action planning. Data and feedback from employees were collected through the Workforce Census and Courageous Conversations series. In doing so, the Region's efforts will be thoughtful and focused on addressing areas identified as being in most need.

As meaningful and sustainable change will take time to achieve, a clear commitment has been made from the organization's Chief Administrative Officer and executive leadership team, to invest in Diversity, Equity and Inclusion (DEI). Areas of focus include: investing in employee education; reviewing people practices, policies and systems; and inclusive leadership skills.

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Another demonstration of this commitment is the recently released Anti-racism and Systemic Discrimination statement (referenced in accompanying presentation). This position statement articulates an organizational commitment to dismantling racism and systemic discrimination in the workplace and in the community, and aligns with work in progress such as the Region's partnership with BlackNorth Initiative and outcomes identified within the Community Safety and Wellbeing Plan pertaining to systemic discrimination.

As this work progresses, updates will continue to be shared with the Diversity, Equity and Anti-Racism Committee.

2. Workforce Data Collection

a) Workforce Census

An anonymous workforce census was administered to all Region of Peel employees over a four-week period from October 14 to November 11, 2020. The objective of the workforce census was to:

- Collect baseline data about the demographic make-up of the organization, and
- Understand how diversity shapes the employee experience.

The workforce census was administered over a four-week period from October 14 to November 11, 2020. It was an anonymous survey open to all Region of Peel employees. Although the workforce census was administered during the COVID-19 pandemic, where many staff were redeployed to respond and support pandemic efforts, the organization reached its goal of achieving a 50 per cent response rate – approximately 3,000 employees.

Demographic Data – Data collected from demographic questions revealed organization-wide findings, including:

- **Gender Identity**
 - 70 per cent of employees identify as women
 - 28 per cent of employees identify as men
 - 1.5 per cent of employees identify as Non-Binary or Trans
- **Age Bracket**
 - 12 per cent of employees are between ages 21-30
 - 26 per cent of employees are between ages 31-40
 - 30 per cent of employees are between ages 41-50
 - 27 per cent of employees are over the age of 51
- **Race**
 - 41 per cent of Region of Peel employees are Black, Indigenous, or Person of Colour (BIPOC) compared to 62 per cent of Region of Peel residents (according to the 2016 Census Data)

*to maintain anonymity, only data that meets the anonymity threshold of six responses is reported

See Appendix I for a breakdown of workforce census demographic data.

Employee Experiences – Data collected from the experiential questions included in the census revealed several findings, including the following sentiments.

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Respondents identifying as:

- Non-binary or trans have a less positive DEI experience than respondents identifying as gender binary
- Men have greater access to advancement opportunities than other gender identities
- Black or Indigenous women have a significantly less positive DEI experience compared to White Men and White Women
- LGBTQ2S+ have a relatively similar DEI experience to heterosexual respondents

See Appendix II for the Organizational Workforce Census Report.

b) **Courageous Conversations**

In addition to the workforce census, the Region introduced Courageous Conversations to the organization. The objective of the Courageous Conversations series was to provide a forum where Regional employees could come together with a shared goal of increasing knowledge and understanding about lived-experiences, obstacles and opportunities that address systemic discrimination and racism within the workplace.

Key themes that emerged from Courageous Conversations include:

- Desire to hold forums for open and personal supportive sharing/conversations and to learn and commemorate diverse celebrations, events and observances
- Ensure policies, processes and practices support diversity, equity and inclusion
- Need for education and training throughout the organization and at all levels
- Diversity needs to be seen at all levels of the organization from frontline to leadership
- Accountability needs to be embedded in diversity, equity and inclusion efforts

3. **Diversity, Equity and Inclusion Recommendations**

Data from Courageous Conversations and the Workforce Census informed a series of diversity, equity and inclusion recommendations (see Appendix III) that were endorsed by the Executive Leadership Team. The recommendations have been divided into five key focus areas, with the following themes cutting across all recommendations:

- Organizational Culture
- Psychological Health & Safety
- Accountability

Focus Areas:

- 1) Inclusive and Respectful Workplace
- 2) Career Advancement and Promotion Processes
- 3) Employee Education
- 4) Recruitment
- 5) Employee Engagement

Diversity, equity and inclusion recommendations will be implemented over three phases, starting in 2021 through to 2025.

a) **Policies, Processes and Practices**

A review of policies, processes and practices will be completed in 2022 to ensure a diversity, equity and inclusion lens is applied to existing and newly developed policies throughout the organization, starting with those related to recruitment, promotion and

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pay. One example includes the development and implementation of a Diversity Principle to be applied during recruitment with the desired outcome of increasing diverse employees at all levels in the organization.

Additionally, the Region will be taking steps to strengthen policies, processes and practices specific to addressing discrimination and harassment throughout the organization.

b) Workforce Supports

Work has begun in specific areas that will advance DEI efforts that will have a direct impact on the workforce and community. Such efforts include a DEI Learning and Development Framework to address skills development and training needs across the organization to address issues such as Unconscious and Conscious Bias, Inclusive Leadership, Indigenous Culture & History, and Anti-Black Racism.

c) Diversity, Equity and Inclusion Strategy

As a result of the COVID-19 pandemic and the focus on the Region's COVID-19 response to support the community, plans to develop the Region's DEI Strategy were delayed. As the Region moves into its recovery stage, an increase in capacity and resources will enable the development of the DEI Strategy in 2022, which will further support and define outcomes and objectives to building a diverse and inclusive workplace and community.

RISK CONSIDERATIONS

Continuing to advance diversity, equity and inclusion impacts both the Region's workforce and community. It is crucial to building an inclusive community where everyone enjoys a sense of belonging regardless of differences. Dedicated resources must be allocated to advance this work to ensure efforts do not stall. Pausing this work may further disadvantage the community, both internal and external, and perpetuate inequities.

As detailed implementation plans are developed, a review of available staffing to support this work will need to be considered to achieve objectives and milestones.

FINANCIAL IMPLICATIONS

To advance diversity, equity and inclusion work in the organization, additional resources including dedicated staffing will be required. These resources will be included in the proposed 2022 Budget for Council's consideration.

CONCLUSION

The Region of Peel is a very diverse community. To achieve a community for life, diversity, equity and inclusion efforts must remain a priority. In doing so, the community, both internal and external, can thrive and enjoy a sense of belonging, regardless of differences.

APPENDICES

Appendix I – Workforce Census – Organizational Demographic Infographic

Appendix II – Workforce Census – Organizational Report

Appendix III – Diversity, Equity and Inclusion Recommendations

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For further information regarding this report, please contact Juliet Jackson, Director – Culture & Inclusion, Ext. 6741, juliet.jackson@peelregion.ca.

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