



ACTION REQUIRED

Date: December 20, 2016

To: TTC Board

From: TTC Human Resources & Labour Relations Committee

Subject: 2015 Annual Report on Diversity and Human Rights Achievements

The subject report, reviewed at the TTC Human Resources & Labour Relations Committee on December 6, 2016, is forwarded to the TTC Board for review and consideration, and forwarding to City Council, through the Executive Committee, for information purposes.

ORIGINAL SIGNED BY

Vincent Rodo
Chief Financial &
Administration Officer

Attachments: 2015 Annual Report on Diversity and Human Rights Achievements



STAFF REPORT ACTION REQUIRED

2015 Annual Report on Diversity and Human Rights Achievements

Date:	December 6, 2016
To:	Human Resources and Labour Relations Committee
From:	Chief Executive Officer

Summary

The Toronto Transit Commission's ("TTC") Diversity and Human Rights Department ("DHRD") administers TTC's policies relating to diversity and inclusion, human rights, accommodation and workplace violence. This includes leading diversity and inclusion initiatives under TTC's Two Year Diversity and Inclusion Corporate Plan (See Appendix A). This also includes providing expert advice and complaint investigation and resolution services to address human rights related matters, such as accommodation, discrimination, and harassment in the workplace and in the provision of TTC's services.

This report provides information on TTC's diversity and human rights achievements in 2015, including its progress in addressing workplace discrimination and harassment complaints submitted to the DHRD. This report also describes TTC's diversity and inclusion plans and initiatives that are completed or are in progress for 2016.

Some highlights of TTC's diversity and human rights achievements include:

- Winner of Best Diversity Program (National HR Awards), awarded by Canadian HR Reporter and Thomson Reuters Canada for outstanding achievement in diversity.
- Tripled the amount of employment outreach (compared to 2014) to attract diverse job applicants to TTC.
- Awarded 43 percent more internships and job placements to diverse job applicants in 2015.
- Increased the number of women in senior management positions to 27.3 percent, which is higher than the City of Toronto benchmark.
- Half of TTC executives are women, demonstrating the TTC is making some strides towards breaking the glass ceiling.
- From December 2015-March 2016, TTC trained its 1,450 Managers and 75 Human Resources employees on cultural competency, unconscious bias, and diversity and inclusion. TTC expects this will positively impact its 2016 recruitment and representation levels.

- TTC provided refresher training to all employees on workplace harassment and discrimination. This should help to reduce complaints.
- TTC is embedding diversity and inclusion into every aspect of its business. For example, we are mandating that all employees consider equity and accessibility impacts in reports to the Board.
- TTC is one of the first transportation agencies to develop a diversity and inclusion lens and toolkit, to help all employees see their work and decisions from the perspective of diverse individuals.

It is recommended that the Human Resources and Labour Relations Committee:

1. Authorize forwarding this report to the Board, for the report in turn to be provided to City Council, through the Executive Committee, for information purposes.

Financial Summary

There is no financial impact resulting from the recommendations in this report beyond what has been approved in the current year's Operating Budget.

Accessibility/Equity Matters

The objective of the DHRD is to advance diversity and human rights in an effort to ensure that TTC is providing more equitable and accessible employment and services. This report summarizes the plans and progress TTC is making in delivering policies, programs and services that meet the needs of TTC's diverse employees and customers. This report also promotes better decision making at TTC to produce more equitable outcomes, and it helps to drive accountability for diversity, accessibility and human rights at TTC.

Decision History

By decision dated December 2008, City Council adopted the Attorney General's report and recommendations in Item AU9.4 "Audit of City Performance in Achieving Access, Equity and Human Rights Goals". The following motions require the TTC to provide the following:

#3 ...an annual human rights report to Council detailing the numbers and types of human rights complaints received by the Human Rights Tribunal of Ontario involving the TTC, and their complaint resolutions and associated costs.

#27. The City Manager establish a formal process whereby access, equity and human rights initiatives and accomplishments by the City's major agencies, boards, commissions and corporations is systematically tracked and reported to City Council on a periodic basis; and

#28. City Council request the City major agencies, boards, commissions and corporations complete an access, equity and human rights plan consistent with divisional action plans by 2010. The City Manager should facilitate the planning process and report to City Council on implementation status.

Below is a link to the City Council Decision:

<http://www1.toronto.ca/City%20Of%20Toronto/Facilities%20Management/Shared%20Content/Union%20Station/PDFs/2008-12-01-cc27-dd.pdf>

This report is intended to meet these requirements.

Issue Background

Diversity and human rights are not only fundamental values of Canadian society, but business imperatives for TTC. TTC is dedicated to ensuring that the full range of unique characteristics and differences of our employees and customers are valued and supported, in order for individuals to feel that a diversity of perspectives is embraced, and that full participation in employment and services is facilitated.

In addition to developing and supporting initiatives to advance diversity and inclusion, the DHRD provides complaint resolution services to address concerns related to accommodation, accessibility, discrimination and/or harassment reported by employees or customers. These complaint resolution services are focused on promoting positive and respectful workplaces, through our consultation and advice, complaint investigation and education. Consultation entails the DHRD providing expert advice and strategy to foster early resolution to issues, as well as education on legislative requirements under the Ontario *Human Rights Code* (the Code), the *Occupational Health and Safety Act* (OHSA); and TTC's policies and expectations to promote equitable practices. Complaint refers to allegations of workplace harassment and/or discrimination where the DHRD has assisted by coordinating a management investigation, engaging alternate dispute resolution (i.e. mediation), or exclusively conducting an investigation.

This report will summarize TTC's achievements and future plans in diversity and human rights using the following outline:

- A. Employment
 - i. Workforce Demographic and Inclusion Data
 - ii. Human Rights Consultations and Complaint Handling
 - iii. Recruitment Strategies
 - iv. Other Employment Strategies
 - v. Policies
 - vi. Training and Development
 - vii. Resource Tools
- B. Customer Service

- i. Human Rights Consultations and Complaint Handling
 - ii. Customer Facilities and Built Environment
 - iii. Website Format
 - iv. Customer and Community Meetings and Consultations
 - v. Equitable Fares & Service
- C. Public Confidence
- i. Equitable Procurement
 - ii. Support, Representation and Awareness-Raising

Comments

A. Employment

i. Workforce demographic and inclusion data

A key aspect of TTC's commitment to supporting diversity is the need for TTC to attract and retain a qualified and talented workforce that reflects the diversity of its customers and the City of Toronto. TTC collects workforce diversity demographic data to measure the degree to which TTC is meeting this goal, and to identify trends, barriers, and areas for improvement. Data is collected on TTC's representation levels of employees, which corresponds to the four federal employment equity designated groups: women, "racial minorities", persons with disabilities, and people of Aboriginal origin. The data is compiled and benchmarked annually against Toronto's Census Metropolitan Area (CMA) and transportation industry data.

A summary of TTC's 2015 diversity demographic data is attached at Appendix B. The 2015 data demonstrates that TTC has made some strides towards building a diverse workforce, however opportunities still remain to make our workforce more diverse and representative of our customers and the City of Toronto. Through the diversity and inclusion two-year plan (described throughout this report), TTC is making concentrated efforts to improve these demographic representation levels over time.

TTC also measures the degree to which TTC's employees feel engaged and satisfied with TTC as an employer, through its biennial Employee Engagement Survey. The survey questions focus on eight categories: job, safety, team, company, working environment, manager/supervisor, training & development, and performance & reward.

In 2015, managers received detailed team feedback reports on the Employee Engagement Survey conducted in late 2014, and shared the results with their teams to develop action plans and address areas requiring improvement. Managers were responsible for implementing their plans and reporting back progress to their employees and their own managers. In areas where TTC-wide improvements were required, TTC's new Change Management team worked with executives and others to implement corporate action plans.

In 2016, TTC is striving to improve its demographic and inclusion data collection practices by exploring the following options for implementation:

1. Employee Engagement and Inclusion: Adding voluntary self-identification questions to TTC’s biennial Employee Engagement Survey, to assess whether levels of employee engagement, satisfaction and inclusion differ by demographic group. This will help TTC to better understand the extent to which *all* employees feel engaged, valued and included, and whether barriers exist for any groups. TTC will resurvey its employee population by the end of 2016.

ii. Human Rights Consultations and Complaint Handling involving TTC Employees

The DHRD provides TTC employees with advice and complaint-resolution services to address matters related to workplace accommodation, accessibility, discrimination and harassment.

Here is an overview of the total workplace discrimination and harassment complaints and consultations the DHRD received from TTC employees in 2013-2015:

	2013	2014	2015
Internal Complaints*	189	245	259
Internal Consultations*	287	285	305
Internal HRTO*	17	12	8
TOTAL	493	542	572

*Internal refers to employee complaints filed against TTC, another TTC employee or customer.

In 2015, the DHRD effectively addressed a total of 572 workplace discrimination and harassment related complaints and consultations raised by TTC employees. Of the 259 complaints received, 170 were resolved (either settled by mediation or substantiated through investigation and addressed with corrective action), 68 were dismissed (found to be unsubstantiated), 10 were withdrawn, and 11 pending resolution.

129 of the 259 complaints alleged unprofessional conduct under TTC’s Code of Conduct Policy, and not harassment or discrimination. Of the remaining 130 complaints, 47 alleged personal harassment, and 83 alleged discrimination and/or harassment on the basis of disability, sex, and race. To see a full breakdown of these complaints categorized by protected ground under the Code, please see Appendix C, Table 1.

In 2015, TTC received 8 HRTO applications made against it by a TTC employee. Disability (and accommodation) continue to be the most frequently cited ground of complaint by employees at the HRTO. To see the full breakdown of these applications received in 2015 by protected ground, please see Appendix C, Table 2.

In 2016, TTC hopes to see a reduction in the number of complaints of workplace discrimination and harassment reported to the DHRD as a result of TTC's diversity and inclusion initiatives, and its recent launch of workplace harassment refresher training. In compliance with the Government of Ontario's Bill 132, an Act amending the workplace harassment provisions under OHSA, TTC amended its Respect and Dignity Policy and educated all employees on its policy changes with a particular focus on workplace sexual harassment, where such complaints can be reported confidentially, and how to properly investigate and address such complaints. This training also reminded TTC employees of their responsibility to maintain respect and dignity in the workplace, and of TTC's zero tolerance for discrimination or harassment in its workplaces. More information about this training program is found under Section A. iv. of this report.

Furthermore, the TTC is currently reviewing its Accommodation in the Workplace Policy, and is working towards developing and launching guidelines on accommodation for TTC employees in 2017.

iii. Recruitment Strategies

TTC utilizes a number of varied recruitment strategies to attract and recruit a diverse workforce, many of which were described in detail in the 2014 Annual Report on Diversity and Human Rights Achievements.

[http://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2015/October 28/Reports/2014 Annual Report on Diversity and Human Rights Achievement.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2015/October%2028/Reports/2014%20Annual%20Report%20on%20Diversity%20and%20Human%20Rights%20Achievement.pdf)

In 2015, TTC took the following steps to enhance its existing strategies to attract and recruit a diverse workforce:

1. TTC updated and refreshed its diversity and inclusion job opportunity commitment statement to encourage diverse applicants to apply for positions.
2. TTC developed an annual outreach schedule to ensure that systematic recruitment outreach (information sessions, career fairs, etc.) is conducted for all diverse groups of underrepresented at TTC.
3. TTC applied a geographical lens to its outreach activities to ensure that recruitment efforts reach all of Toronto's diverse communities, including outlying districts, priority neighbourhoods, neighbourhood improvement areas, etc.
4. TTC tripled the amount of outreach it conducted (compared to 2014) to attract diverse job applicants.
5. TTC developed new partnerships with external organizations that provide information and support to diverse job seekers. Through these partnerships, TTC

provided support to job seekers through employment events, mock interviews, resume clinics, speed mentoring, information sessions, career fairs, and placement opportunities.

6. TTC updated and re-launched its behavioural interview training program for employees participating on interview panels, to eliminate the potential for bias and ensure that interviewing and selection decisions are completed fairly and objectively.
7. TTC changed its requirements to make behavioural interview training mandatory for all interview panel members.
8. TTC developed and launched a diversity and inclusion training program, which includes customized content tailored to hiring managers and human resources employees regarding the recruitment, selection and promotion of diverse applicants.
9. TTC has been taking steps to ensure that managers convene diverse interview panels for hiring and promotion decisions.
10. TTC has increased the number of job opportunities provided to diverse applicants, through TTC's internship programs, placement programs, and student programs. These are described in more detail in the chart below.

Recruitment Activity	2014 Quantitative Data	2015 Quantitative Data
TTC Outreach Activities (career fairs, information sessions)	142 partners in TTC's outreach database Conducted 8 information sessions targeting diverse job applicants Participated in 5 career fairs targeting diverse job applicants	146 partners in TTC's outreach database TTC tripled the amount of diverse outreach activities it conducted in 2014: Conducted 24 information sessions targeting diverse job applicants Participated in 16 career fairs targeting diverse job applicants
Internship & Placement Opportunities	Participated in 4 placement programs designed to provide job placement opportunities to diverse applicants, including	Participated in 7 placement programs for diverse applicants, including MicroSkills Development, Career Edge, TDSB Enhanced Language

	<p>MicroSkills Development, Career Edge, TDSB Enhanced Language Training for Employment, and ACCES Employment</p> <p>17 internships were provided to diverse applicants.</p> <p>2 individuals hired from COBT Hammer Heads Program.</p>	<p>Training for Employment, ACCES Employment, AYCE Employment, Centre for Education and Training, and City Adult Learning Centre</p> <p>Over 30 internships and placements were provided to diverse applicants through programs such as Career Edge and the Ontario Youth Apprenticeship Program</p>
TTC Student Programs	<p>Summer Student Program: 318 students (high school and post-secondary) placed in summer jobs at TTC</p>	<p>Summer Student Program: 452 students (high school and post-secondary) placed in summer jobs at TTC</p> <p>TTC Student Co-op Program: 128 students placed in co-op placements at TTC</p>

In 2016, TTC is striving to further enhance its recruitment strategies by adding the following resource:

1. TTC has developed and will be launching a “Diversity and Inclusion Toolkit” which includes a section dedicated to the recruitment and selection of diverse groups. For more information, see section vii Resource Tools.

iv. Other Employment Strategies

TTC employs a variety of other employment strategies to develop, support, reward, and create an inclusive environment for employees.

In 2015 and 2016, TTC has been taking the following steps to enhance its existing employment strategies:

1. TTC has been working towards developing formal programs to provide new mentoring and development opportunities to employees. The programs are being developed through a diversity and inclusion lens, to ensure that diverse employees are not overlooked and have equal access to development opportunities.
2. TTC embedded diversity and inclusion criteria into its rewards and recognition program to recognize employees who help create a respectful, diverse and inclusive workplace.

3. TTC is working towards building diversity and inclusion commitments and accountability into future performance appraisals for employees and managers, in addition to already existing accessibility and disability accommodation requirements.
4. TTC is updating its Employee Exit Interview Questionnaires through a diversity and inclusion lens, to better understand employees' voluntary reasons for departures, obtain feedback on current practices and policies, and identify TTC's employment strengths and weakness.
5. TTC's Recreation Council of employees have continued to network and host informal events at various work locations celebrating a variety of diverse cultural days of significance.
6. TTC is developing a framework and guidelines to help establish Employee Resource Groups (ERGs) in the workplace. TTC will assist in bringing together these ERGs in 2017, to help support employees from shared backgrounds who are interested in networking and working together to make TTC a more diverse and inclusive workplace.
7. TTC is in the process of developing a framework to convene an internal committee, to identify and reduce barriers for employees in TTC's internal built environment.

v. Policies

TTC has several policies which address the obligations, requirements and principles of human rights, accessibility, diversity and inclusion, including but not limited to the Respect and Dignity Policy, the Accommodation in the Workplace Policy, the Equal Opportunity Policy, the Employment Policy, and the Code of Conduct Policy.

In 2015, TTC developed and launched a new Diversity and Inclusion Policy, to outline the framework and responsibilities of all TTC employees to support TTC's diversity and inclusion commitments.

The DHRD also updated its Respect and Dignity Policy in 2015 and again in 2016, in light of Bill 132 amendments to the workplace harassment provisions under OHSA. TTC is also currently reviewing its Accommodation in the Workplace Policy and working to develop and launch guidelines on accommodation for employees. Moreover, TTC has been systematically reviewing all other relevant Human Resources policies in 2015 and 2016, to ensure that they conform with TTC's diversity and inclusion commitments.

vi. Training and Development

Training is conducted by TTC to inform all employees of legislation and corporate policies related to human rights, discrimination, harassment, violence, accessibility, diversity and inclusion. This training assists employees at all levels to develop the knowledge and skills necessary to interact with colleagues and customers in a respectful and inclusive manner. For further information on TTC's mandatory and elective training programs, please refer to the 2014 Annual Report on Diversity and Human Rights Achievements.

[http://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2015/October 28/Reports/2014 Annual Report on Diversity and Human Rights Achievement.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2015/October%2028/Reports/2014%20Annual%20Report%20on%20Diversity%20and%20Human%20Rights%20Achievement.pdf)

In 2015, TTC took the following steps to augment its existing training:

1. TTC developed and launched a customized diversity and inclusion training program for managers and employees, to educate about building a diverse and inclusive workforce, developing cultural competency, understanding unconscious biases, and delivering inclusive services to TTC's diverse customers. The program contains material tailored to specific groups, such as inclusive leadership skills for managers and supervisors, inclusive recruitment for human resources employees, and inclusive practices for Transit Enforcement Officers and Transit Fare Inspectors. TTC's executives, managers, supervisors, Human Resources Department, Transit Enforcement Department, and staff employees have completed the training, and TTC is continuing to roll-out the training for unionized employees in 2016.
2. TTC developed and launched a specialized training program on psychologically healthy workplaces for all managers and employees, to raise awareness about mental health, mental illness, and safe and healthy working environments.
3. TTC's Transit Enforcement Officers and Transit Fare Inspectors participated in a mandatory five (5) day mental health awareness training program, that covered topics such as Understanding Mental Illness, Psychological First Aid, Crisis Intervention and De-Escalation, and included simulations and an interactive panel discussion with community members living with mental illness.
4. TTC became an Employer Partner of the Canadian Centre for Diversity and Inclusion (CCDI), to provide managers and employees with access to CCDI's knowledge repository, research, webinars and forums on diversity and inclusion.

In 2016, TTC enhanced its existing training programs by:

1. Developing and launching a customized Bill 132 training program for all employees, to educate on the new workplace harassment provisions under OHSA,

and the corresponding revisions to TTC's Respect and Dignity Policy. Specifically, the training instructs employees on what constitutes workplace harassment, including workplace sexual harassment, and TTC's complaint reporting and investigation procedures. The training program includes material tailored to specific employee groups, such as an e-learning module educating all managers and supervisors on workplace harassment and how to conduct proper investigations into workplace harassment complaints; an e-learning module for all non-supervisory employees with a focus on TTC's new workplace harassment complaint reporting options; a pamphlet on Bill 132 and TTC's Respect and Dignity Policy changes distributed to all TTC unionized employees, accompanied by safety talks with their supervisors informing them about workplace harassment, workplace sexual harassment, and their rights and responsibilities under Bill 132 and TTC's updated Respect and Dignity Policy. All employees were to complete this training by September 8, 2016. In 2016, TTC has also incorporated the Bill 132 changes to TTC's Respect and Dignity Policy into all TTC employee onboarding/orientation, and recertification programs.

vii. Resource Tools

A number of resource tools are available for TTC employees, including pamphlets and guidelines for employees and supervisors on TTC's Employee and Family Assistance Program, Respect and Dignity in the Workplace, Preventing and Addressing Workplace Harassment and Violence, Achieving Mental Health, and Guidelines on Addressing Crisis and Threats of Suicide.

In 2015, TTC developed the following new resource tools to further embed diversity, inclusion and human rights into all functions of the TTC:

1. TTC developed and launched a new template for employees drafting Board Reports. The template contains an equity and accessibility section, which prompts employees to consider and address any issues or barriers related to equity and accessibility for the project, program or policy in question.
2. TTC developed and launched a Business Case methodology template for new projects and initiatives, which includes an equity and accessibility section to prompt employees to consider issues and/or barriers to equity and accessibility.
3. TTC developed and launched a new desktop calendar containing recognized days of religious and cultural significance, to raise awareness, promote inclusion, and remind managers and employees to avoid scheduling meetings and events that conflict with important days of significance when some individuals would be unavailable to attend.
4. TTC began developing a "Diversity and Inclusion Lens", to help all employees apply a special filter to their work, to identify and address unintended impacts and

barriers to diversity and inclusion in the workplace and in the provision of services. TTC plans to roll-out this resource with training for employees in 2016.

5. TTC began developing a “Diversity and Inclusion Toolkit”. This resource complements the Diversity and Inclusion Lens, by prompting employees to consider diversity and inclusion through checklist questions and examples. The Toolkit contains sections related to the work at TTC, including (i) communications, (ii) hosting meetings and events, (iii) consultation and research, (iv) policies, programs and services, (v) construction, expansion and service planning, (vi) hiring and promotion, (vii) training, (viii) working with others, and (ix) leading and managing people. TTC plans to roll-out this resource with training for employees in 2016.
6. TTC began developing an “Inclusive Language and Definitions” guide, to assist employees in learning and using inclusive language in their everyday conversations, writing, formal reports and presentations. TTC plans to roll-out this resource with training for employees in 2016.

In addition to the above resources, the following resources were added in 2016:

1. TTC created and launched a Writing and Style Guide, to standardize language, create consistency, and help make TTC’s communications with employees, customers and stakeholders more accessible and inclusive.
2. DHRD updated its Supervisory Guidelines on Workplace Harassment and Discrimination to provide clear instruction to managers and supervisors on how to conduct proper investigations into complaints of harassment or discrimination.

B. Customer Service

i. Human Rights Consultations and Complaint Handling involving Customers

The DHRD receives and assists management in addressing complaints filed by customers against TTC employees that relate to human rights issues including, but not limited to, accommodation, accessibility, discrimination or harassment. Customers may report these types of complaints relating to the delivery of TTC’s services directly to the TTC’s Customer Service Centre.

Here is an overview of the total workplace discrimination and harassment complaints and consultations relating to customers that the DHRD received from 2013-2015:

	2013	2014	2015
External Complaints*	1092	990	1010
External Consultations*	6	3	9
External HRTO*	7	8	10
TOTAL	1105	1001	1029

*External refers to customer complaints filed against TTC or a TTC employee.

In 2015, the DHRD addressed a total of 1029 complaints and consultations from customers, which is a slight increase of 28 complaints more than from 2014. However, it must also be noted that these complaints only make up 1.6% of the total customer service complaints received by TTC in 2015, which amounted to 64,523.

Of the 1010 customer complaints received, 464 were resolved (substantiated through investigation and addressed with corrective action), 528 were dismissed (found to be unsubstantiated), 4 withdrawn and 14 pending resolution. To see a full breakdown of these complaints categorized by protected grounds under the Code, please see Appendix D, Table 1.

Of all the protected grounds under the Code, disability (584) continues to be the most frequently cited ground of complaint raised to the DHRD by customers. These complaints raise concerns with accessibility and accommodation, including but not limited to, station elevators not working; a failure to lower ramp; automated stop announcements not working; temporary bus stops which are inaccessible; failure to display proper signage. Such complaints were immediately investigated and addressed, many through prompt repair and maintenance of the mechanical defect.

In 2015, TTC received 10 HRTO applications made against it by customers. Consistent with the customer complaints raised to the DHRD, disability (and accommodation) continues to be the most frequently cited ground of complaint by customers at the HRTO. To see more information about the breakdown of these applications by protected grounds, please see Appendix D, Table 2.

In 2016, TTC is continuing to make its transit services more accessible, safe and courteous for all its customers. More information on TTC's Multi-Year Accessibility Plan can be found in section B. ii. below. Also, as mentioned above, TTC launched new diversity and inclusion training, and refresher training on workplace discrimination and harassment to all employees, including TTC's frontline employees in 2016, reminding them of the importance of courtesy, respect and dignity in the provision of their services to all customers. With these new training efforts, TTC hopes to see a reduction in these complaints in 2016.

ii. Customer Facilities and Built Environment

TTC has a strong organizational commitment to making its services inclusive and accessible for all. TTC is committed to providing accessible, safe and courteous transit services throughout the City of Toronto in a manner that respects the dignity and independence of all customers, and promotes the principles of integration and inclusive design.

TTC created a comprehensive plan to achieve an accessible public transit system, which also meets the requirements of the AODA and its regulations by 2025. For further information on TTC's key accomplishments and major planned initiatives, please refer to the 2014-2018 TTC Multi-Year Accessibility Plan, and TTC's 2016 Accessibility Plan Status Report.

[http://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2014/April 30/Reports/2014 2018 TTC MultiYear Accessibility Plan.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2014/April%2030/Reports/2014%202018%20TTC%20MultiYear%20Accessibility%20Plan.pdf)

[https://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2016/February 25/Reports/2016 Accessibility Plan Status Report BR 17780 V2.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2016/February%2025/Reports/2016%20Accessibility%20Plan%20Status%20Report%20BR%2017780_V2.pdf)

iii. Website Format

TTC is committed to providing a website format that is accessible to the widest possible audience. Currently, TTC's website is fully compatible with popular screen reading software and was designed for use with or without a mouse. TTC continues to actively work towards achieving full accessibility which conforms to the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines 2.0 Level AA. For further information on TTC's website accessibility features, please refer to:

[http://www.ttc.ca/TTC Accessibility/Web browser/index.jsp](http://www.ttc.ca/TTC%20Accessibility/Web%20browser/index.jsp)

iv. Customer and Community Meetings and Consultations

TTC has made public commitments to improve the services we provide to customers and to consult with and seek input from customers and members of the public on same. In 2015 and 2016, TTC continued to seek feedback and suggestions for improvement from customers through TTC's Customer Liaison Panel, Town Hall meetings, monthly "Meet the Managers" events, TTC's Customer Service Centre, and Wheel-Trans Customer Service. TTC continued to host its annual Public Forum on Accessible Transit, and as a result of customer feedback, the location was moved to the Allstream Centre at Exhibition Place in 2015 and 2016, a new venue with improved acoustics and more accessible amenities. TTC also continued to consult with ACAT and its five subcommittees regarding accessibility improvements to TTC's vehicles, stations, facilities and services.

In addition to these regularly scheduled consultation meetings, TTC sought input from stakeholders, customers and members of the public on important TTC initiatives and services. For example, in 2016 TTC hosted extensive consultations throughout the city with stakeholders and members of the public, to provide information and seek input regarding Wheel-Trans 10-Year Transformation.

For further information on TTC's regularly scheduled customer and community consultations and meetings, please refer to the 2014 Annual Report on Diversity and Human Rights Achievements.

http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2015/October_28/Reports/2014_Annual_Report_on_Diversity_and_Human_Rights_Achievement.pdf

v. Equitable Fares and Service

For many years, TTC has provided discounted fares for seniors, students and children. In 2015 and 2016, TTC continued to take steps to make fares and service more equitable to all residents of the City of Toronto, including the following:

1. In 2015, TTC announced and implemented changes allowing children aged 12 and under to ride for free, making transit more affordable and accessible for families.
2. In 2015, TTC announced that service on TTC's subways (and connecting bus and streetcar routes) would begin one-hour earlier on Sundays (at 8:00am), effective January 3, 2016. Early Sunday service provides residents with increased mobility and flexibility to move around the city with ease, from getting to work, to running errands, to going to church and fulfilling the activities of their lives.
3. In 2015 and 2016, TTC and ACAT have been working with the City of Toronto on the public transit element of the Poverty Reduction Strategy, by participating in the City's Transit Fare Equity Advisory Committee. The Committee has been working towards making recommendations to Toronto City Council on a Transit Fare Equity plan to make TTC more affordable and accessible to low-income residents, including fare-g geared-to-income capacity.
4. During the transition to the PRESTO Farecard system, TTC has been working towards providing support to ensure the PRESTO implementation includes contactless limited use fare media (paper PRESTO cards) to allow social services, schools, hospitals, religious institutions, charities etc. who distribute tokens to residents requiring transit assistance to continue this support. TTC is also launching a survey to these organizations to determine existing distribution processes so that TTC can best support their transition and any existing or potential barriers can be removed.

C. Public Confidence

i. Equitable Procurement

In 2015 and 2016, TTC continued its partnership with public sector institutions including government ministries and boards, education institutions, transit authorities, charitable organizations, the City of Toronto and its participating agencies, boards and commissions, to further explore Social Procurement initiatives. In 2015, this Community of Practice held learning sessions to discuss issues and share knowledge; topics included strategies to reduce barriers to diversity and inclusion in supplier chains.

In 2016 the 'Community of Practice' was rebranded as "Anchor TO", and TTC continues to work with its partners to explore social procurement initiatives which could be applied to TTC's procurement practices. TTC also spoke at an event held for WBE Canada, which is a non-profit organization that certifies businesses as being owned or controlled by women, to educate diverse suppliers and participants on how to conduct business with the TTC.

ii. Support, Representation and Awareness-Raising

TTC supports and participates in external community events and initiatives to raise awareness and demonstrate its commitment to diversity and inclusion. Some of the many initiatives and events in 2015 and 2016 in which TTC participated include the following:

1. TTC supports Toronto's Pride celebrations annually, by wrapping a TTC bus in rainbow colours and having TTC employees, families and friends join the parade each year to support LGBTQ+ rights and demonstrate TTC's commitment to diversity and inclusion.
2. TTC employees participate annually in the Toronto Celebration of Cricket, which is intended to celebrate Toronto's diversity and bring together a wide cross-section of Toronto communities through the game of cricket. TTC's team won the CIMA Mayor's Trophy again in 2016.
3. TTC's Ambassador Program provides support for the City's cultural diversity events. In 2015, more than 1,600 TTC employee ambassadors provided customer support to riders and visitors during the Parapan Am and Pan Am games. TTC employee ambassadors are also on hand at key locations to provide support to customers attending diversity cultural events. For example in 2016, TTC employee ambassadors are supporting Pride, Salsa on St. Clair, Caribbean Carnival, Taste of the Danforth, the Toronto Ukrainian Festival, and the Roncesvalles Polish festival.
4. TTC employees participate annually in community charitable initiatives for people in need of help and assistance. For example, TTC employees partner with

participating Walmart Stores across Toronto to hold an annual Stuff-the-Bus Toy Drive, to collect and donate new unwrapped toys to the Canadian Centre for Abuse Awareness. TTC Local 113 employees (one of TTC's unions) also participate in an annual charitable hockey game against NHL alumni, with all proceeds supporting MS research through Mount Sinai Hospital. In total, TTC assisted over 200 charitable agencies in 2015.

5. TTC continues to include articles in the weekly "Connecting Toronto" section of the 24 Hours Toronto Newspaper, which profiles TTC's diverse employees and includes articles and features related to accessibility, diversity and inclusion.

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Attachments

- Appendix A: Highlights of TTC's Diversity & Inclusion Two-Year Plan
- Appendix B: Summary of TTC's 2015 Diversity Demographic Data
- Appendix C: Overview of Internal/Employee Workplace Discrimination and Harassment Complaint Data
- Appendix D: Overview of External/Customer Workplace Discrimination and Harassment Complaint Data

Appendix A: Diversity & Inclusion Plan Highlights

2015

Category	Strategy
Policies	<p>Develop a Diversity and Inclusion Policy</p> <p>Review all other relevant HR and Employment Policies to embed diversity and inclusion where relevant</p>
Training	<p>Develop and launch a diversity and inclusion training program for TTC employees</p> <p>Update and re-launch TTC's behavioral interview training</p>
Awareness	<p>Circulate internal information to raise awareness among TTC employees of diversity and inclusion issues</p> <p>Raise awareness externally by profiling TTC's diverse employees, diversity topics and cultural events through articles in the 24hrs Toronto newspaper</p>
Lens	<p>Develop a Diversity and Inclusion Lens for TTC employees to identify/address unintended barriers and impacts to equity-seeking groups in employment and the provision of services</p>
Data Collection	<p>Continue to collect self-identification demographic data from TTC employees to measure and assess our diversity strategies</p>
Recruitment	<p>Increase TTC's outreach, partnerships, internships and job posting locations to attract more diverse job applicants</p> <p>Update TTC's diversity commitment statement in job postings</p> <p>Mandate that all hiring panel members complete behavioral interview training and ensure that panels include diverse representatives where possible.</p> <p>Consider the feasibility of collecting voluntary self-identification demographic data from job applicants to assist in identifying any systemic issues in the recruitment process</p>
Mentoring & Succession Planning	<p>Develop a program to enhance mentoring and advancement opportunities for all employees, including those from equity-seeking groups</p>



Appendix A: Diversity & Inclusion Plan Highlights

Procurement Strategies

Explore ways to embed diversity and inclusion into TTC's procurement process to increase supplier diversity

Compliance & Planning

Measure, plan and report achievements and goals annually

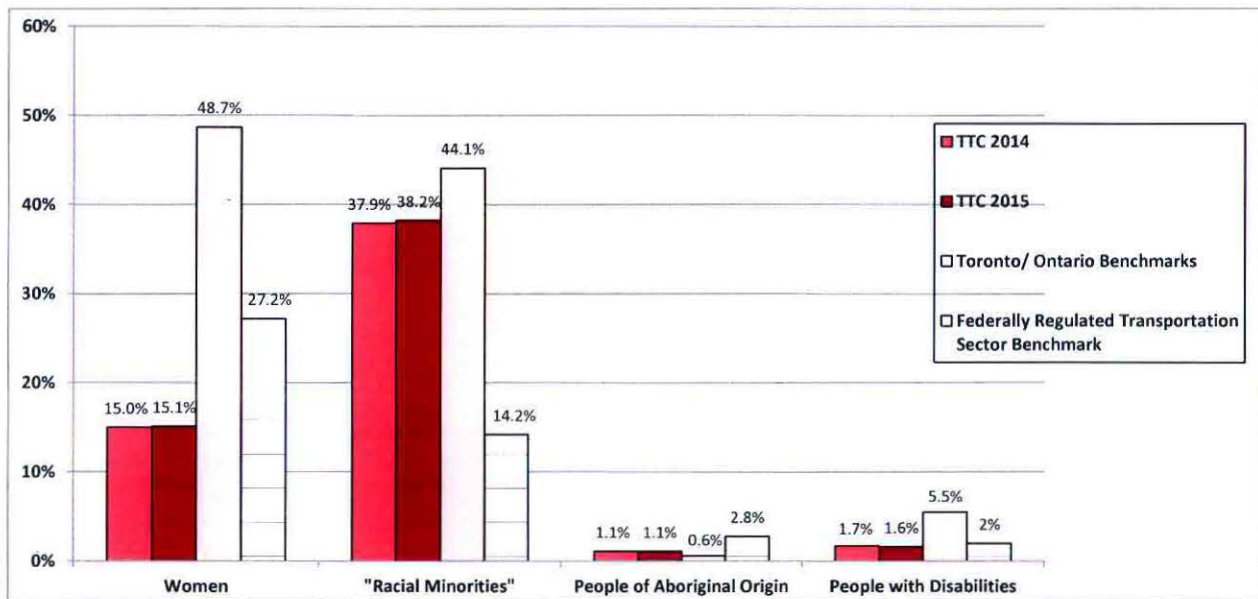
2016

Category	Strategy
Awareness	Continue to build and deepen awareness internally and externally through articles and communications
Lens	Launch and provide training to employees on how to use the Diversity and Inclusion Lens
Resource Materials	Develop other practical tools for employees to embed diversity and inclusion deeper into their everyday practices
Data Collection	Develop and augment new diversity and inclusion data collection practices
Awards & Recognition	Embed diversity and inclusion criteria into TTC's employee rewards and recognition program
Performance Appraisals	Build diversity and inclusion commitments and accountability into performance appraisals for employees
Employee Resource Groups	Assist in bringing together and supporting employee resource groups/networks
Exit Surveys	Explore the feasibility of conducting employee exit surveys which contain diversity questions to understand if reasons for departures are related to diversity
Internal Accessibility Committee	Convene an internal committee to identify barriers/ enhancements to make TTC's internal environment fully accessible
Compliance & Planning	Measure, plan and report achievements and goals annually



Appendix B: Summary of TTC's 2015 Diversity Demographic Data

TTC's Diversity Demographic Data for 2015
 (Compared to TTC's 2014 Demographic Data, the 2011 Census of Canada data for Toronto Census Metropolitan Area and Ontario Benchmarks¹, and the Federally Regulated Transportation Sector data collected under the Employment Equity Act Annual Report 2015²)

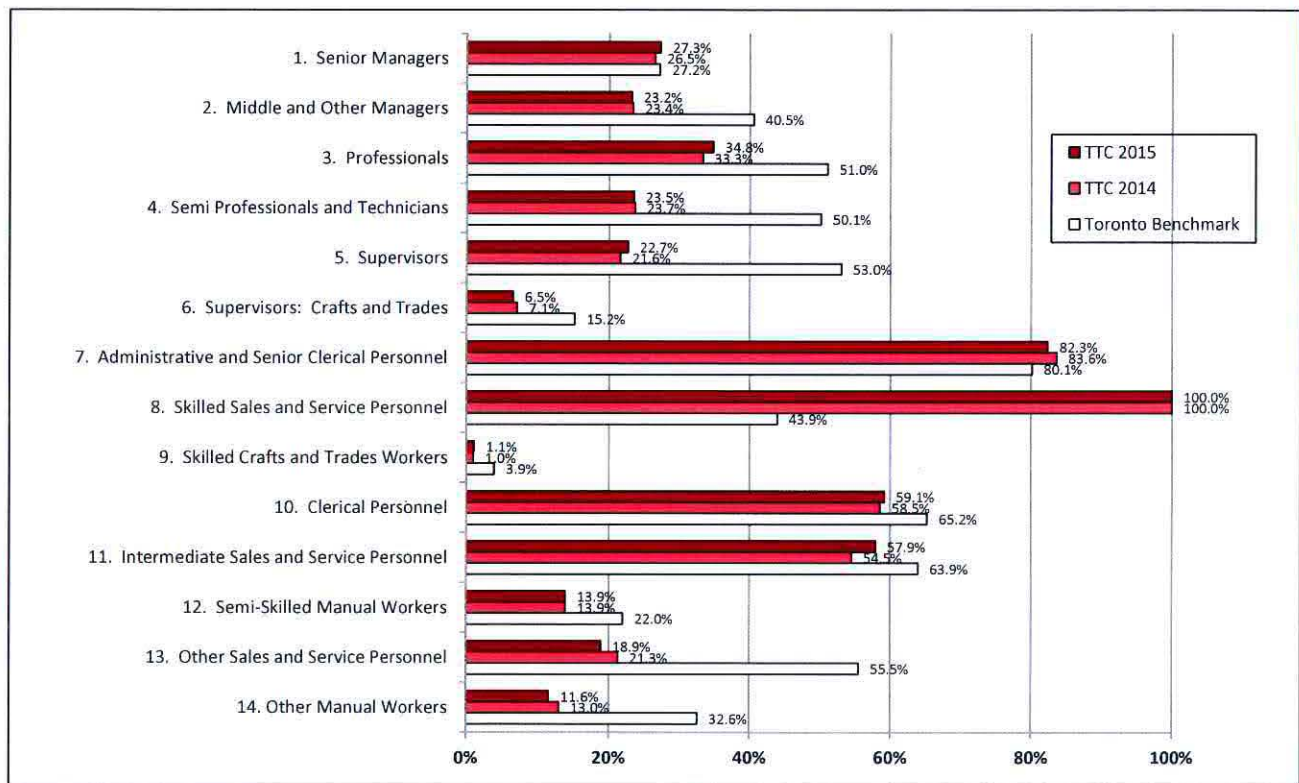


¹ The comparator group used for women, "racial minorities" and people of aboriginal origin is the 2011 Census of Canada data for Toronto Census Metropolitan Area. The comparator group used for people with disabilities is the 2011 Census of Canada data for Ontario (due to statistical unreliability which can be associated with small numbers, Statistics Canada makes disability data available only at the provincial level).

² This includes federally regulated private sector employers in air, rail, bus, and water transportation industries, including inter-provincial trucking, pipelines, investigation and security services. There are limitations associated with using this comparator data, as non-federally regulated transportation employers are excluded. Furthermore, the representation levels (%) for the designated groups across Canada may not accurately reflect representation levels in Toronto. For example, Toronto's population of racial minorities is higher than the national average; therefore, it is not surprising that Toronto's employment representation level for this group is higher than the national average.

Appendix B: Summary of TTC's 2015 Diversity Demographic Data

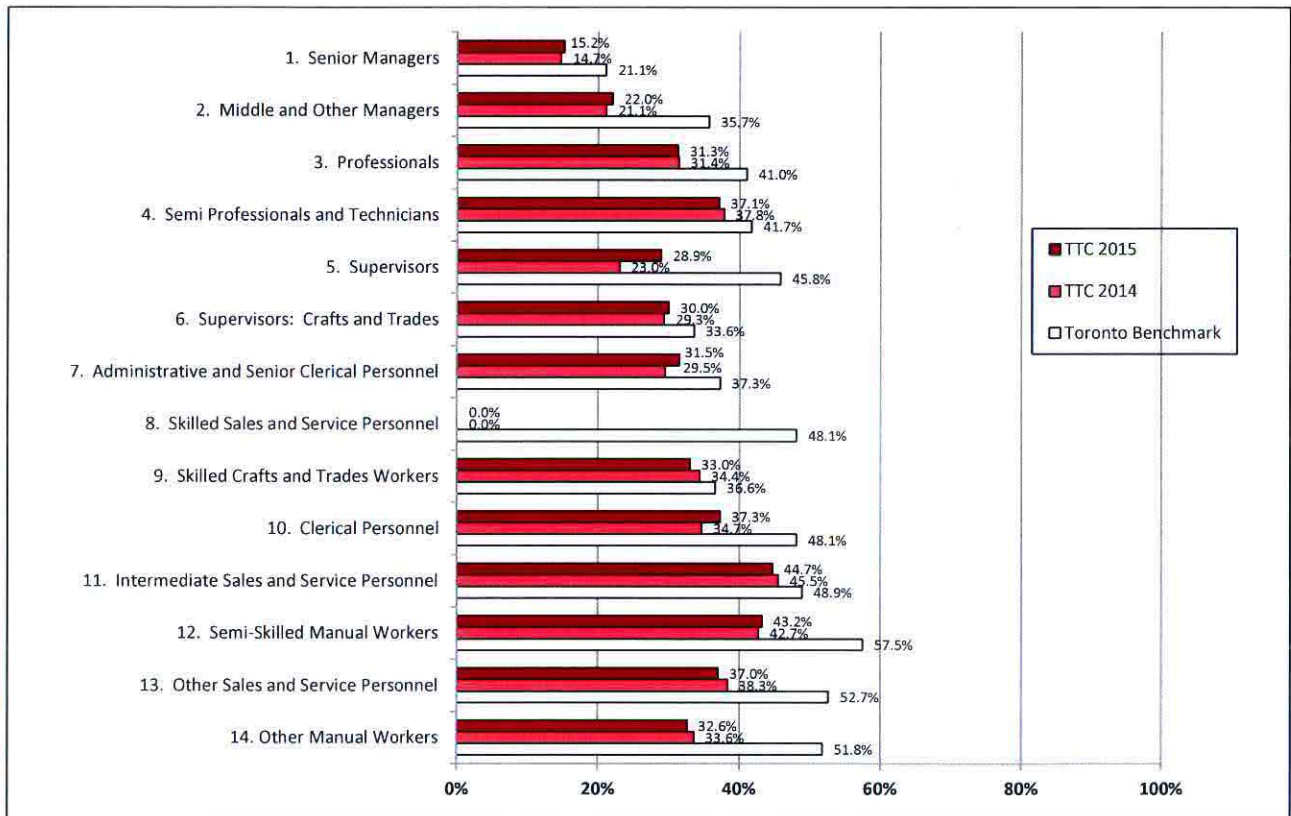
Women (%) by Employment Equity Occupational Groups (EEOG)³



³ Comparator: 2011 Census of Canada data for Toronto Census Metropolitan Area (CMA).

Appendix B: Summary of TTC's 2015 Diversity Demographic Data

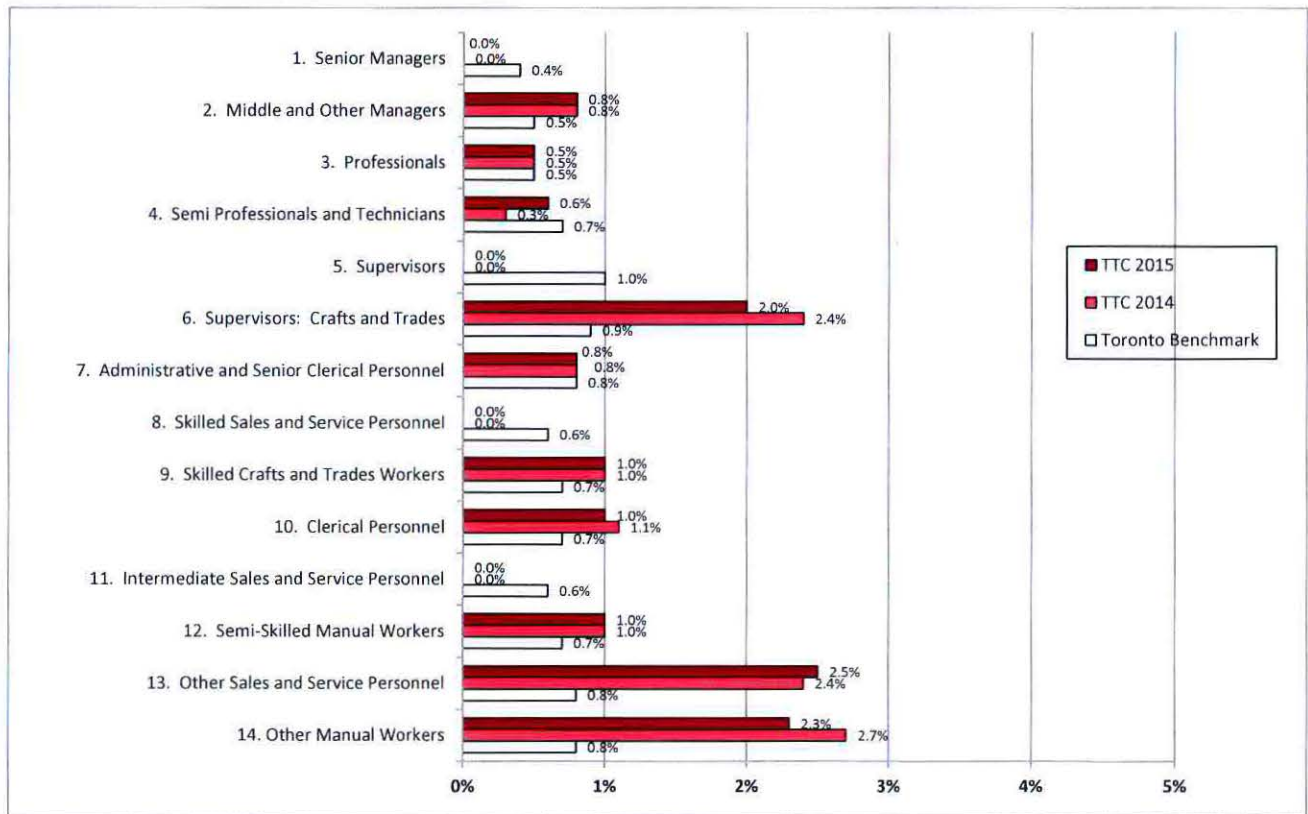
"Racial Minorities" (%) by Employment Equity Occupational Groups (EEOG)[†]



[†] Comparator: 2011 Census of Canada data for Toronto Census Metropolitan Area (CMA)

Appendix B: Summary of TTC's 2015 Diversity Demographic Data

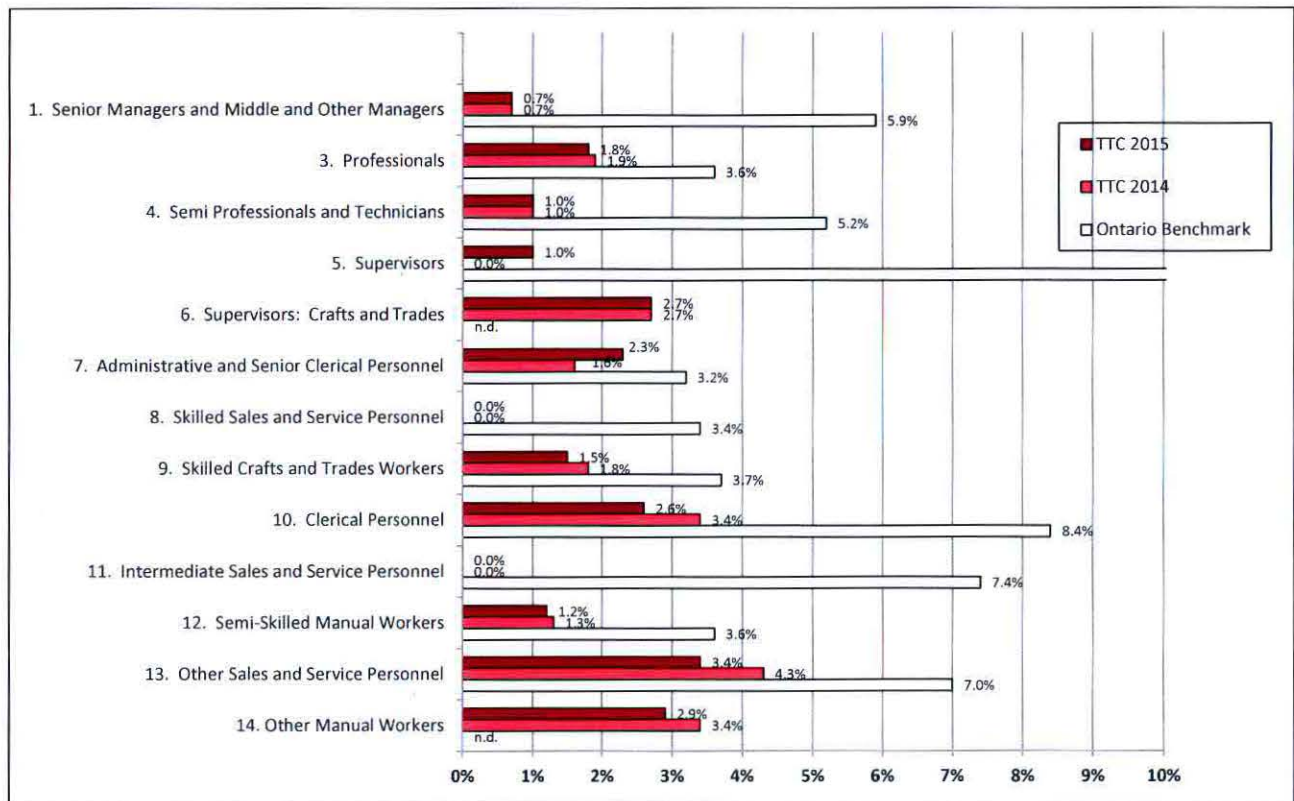
Persons of Aboriginal Origin by Employment Equity Occupational Groups (EOG)⁵



⁵ Comparator: 2011 Census of Canada data for Toronto Census Metropolitan Area (CMA)

Appendix B: Summary of TTC's 2015 Diversity Demographic Data

Persons with Disabilities by Employment Equity Occupational Groups (EEOG)⁶



⁶ Comparator: 2011 Census of Canada data for Ontario

Appendix C: Workplace Discrimination and/or Harassment Complaints from TTC Employees

Table 1: Internal (employee) workplace discrimination and harassment complaints, categorized by protected ground, from 2013 – 2015.

Ground	Complaints		
	2013	2014	2015
Personal Harassment	44	63	47
Unprofessional Conduct (i.e. profanity)	91	96	129
Disability	10	18	21
Sex (including pregnancy, breastfeeding and gender identity)	20	26	21
Race	9	16	20
Colour	3	7	4
Origin – Ethnic	3	4	6
Origin – Place	1		1
Ancestry			
Creed/Religion	2	2	6
Family Status		3	
Sexual Orientation	5	7	
Reprisals		1	
Age	1	2	2
Citizenship			
Marital Status			1
Record of Offences			
Membership in a Union or Staff Association			1
Level of Literacy			
Political Affiliation			
Systemic Discrimination			
Total	189	245	259

Table 2: Internal (employee) HRTO Applications against TTC, categorized by protected ground, from 2013 - 2015.

Ground	Internal HRTO		
	2013	2014	2015
Disability	8	8	7
Sex (including pregnancy, breastfeeding and gender identity)	1		
Race	4	2	1
Colour	2		
Origin – Ethnic	1		
Origin – Place			
Ancestry			
Creed/Religion	1		
Family Status		1	
Sexual Orientation			
Reprisals		1	
Age			
Citizenship			
Total	17	12	8

Appendix D: Workplace Discrimination and/or Harassment Complaints from Customers

Table 1: External (customer) harassment and discrimination complaints against TTC employees, categorized by protected ground, from 2013 - 2015.

Ground	Complaints		
	2013	2014	2015
*No Ground/Other	3		
Personal Harassment	16	14	18
Unprofessional Conduct/Discourtesy	85	73	74
Disability	584	534	584
Sex (including pregnancy, breastfeeding and gender identity)	26	38	58
Race	148	147	102
Colour	85	61	62
Origin – Ethnic	17	27	27
Origin – Place	14	9	7
Ancestry			1
Creed/Religion	10	14	20
Family Status	63	38	26
Sexual Orientation	19	17	10
Reprisals			
Age	21	18	21
Citizenship	1		
Total	1092	990	1010

**no prohibited ground identified*

Table 2: External (customer) HRTO Applications against TTC, categorized by protected ground, from 2013 - 2015.

Ground	External HRTO		
	2013	2014	2015
Disability	3	2	4
Sex (including pregnancy, breastfeeding and gender identity)		1	
Race	4		1
Colour		1	1
Origin – Ethnic		1	1
Origin – Place		1	
Ancestry			
Creed/Religion			
Family Status			2
Sexual Orientation		1	
Reprisals			
Age			1
Citizenship		1	
Total	7	8	10