



**DIVERSITY, EQUITY AND INCLUSION (DEI)
--RECRUITMENT & OUTREACH PLAN--**

RECRUITMENT

Increase employment opportunities at TO Live for equity seeking groups through focused and deliberate efforts:

- Job postings have been updated and currently reflects inclusiveness for all applicants. This will be further reviewed by the DEI Committee's Talent Management Working Group for additional input.
- Interview guidelines and DEI related interview questions used by all Hiring Managers in order to manage bias in hiring and to ensure interviews are conducted with an equity lens. Working drafts completed and will be reviewed by DEI Committee's Talent Management Working Group for additional input.

RECRUITMENT (cont'd)

Increase employment opportunities at TO Live for equity seeking groups through focused and deliberate efforts:

- Job descriptions for Job postings reviewed with an equity lens to remove systemic barriers and unconscious biases. Will be reviewed by Hiring Managers and/or DEI Committee's Talent Management Working Group for additional input as required (ongoing).
- DEI data collection via DEI job applicant questions to support inclusive hiring decisions and to have a better understanding of the diversity of candidates to assist in ensuring our recruitment systems are equitable and accessible (current/ongoing).

RECRUITMENT (cont'd)

Increase employment opportunities at TO Live for equity seeking groups through focused and deliberate efforts:

- Review of TO Live Employment Equity policy and other employment policies concerning hiring by DEI Committee's Talent Management Working Group for additional input before seeking TO Live Board approval.
- TO Live DEI Branding/Marketing to promote organization such as updating employment opportunities and website for job seekers on TO Live's DEI commitment and efforts towards mission of inclusiveness. DEI Committee's Communication Working Group to review and assist.

RECRUITMENT (cont'd)

Increase employment opportunities at TO Live for equity seeking groups through focused and deliberate efforts:

- Continue to expand on casting a wider net by increasing the number of job postings placed on job boards, diverse job posting sites, social media, employment services and equity seeking organizations to establish a greater diverse talent pipeline.
- Encourage word of mouth by internal and external stakeholders to ensure DEI job seekers view TO Live job postings and apply. DEI Committee's Communication Working Group to review and assist.

OUTREACH

Continue to develop relationships with employment community partners for hiring initiatives such as:

- Job fairs (virtual or in-person)
- Dixon Hall and other employment services
- Newcomer programs
- Ongoing information exchange and meetings with the City of Toronto's Strategic Recruitment & Employment Services for support

OUTREACH (cont'd)

Appoint TO Live ambassadors for relationship building, such as having experienced employees or hiring managers speak on their profession at educational institutions, school career fairs; or invite schools for tours/open house of TO Live venues/work environments.

Create career development programs with TO Live departments (production, programming, arts administration, fundraising & development, marketing and communications, finance, IT, HR and operations) through:

- external mentorship
- internships
- CO-OP programs

TIMELINES

2021 PLAN

Job Postings	Review/Additional input by DEI Committee's Talent Management Working Group	Q1
Interview Guidelines and DEI related interview questions	Review/Additional input on working drafts by DEI Committee's Talent Management Working Group for use by Hiring Managers	Q1-Q2
Job descriptions for Job postings	Has started. Review/Additional input by Hiring Managers and/or DEI Committee's Talent Management Working Group	Ongoing
DEI data collection via DEI job applicant questions	Current Applicant Tracking System has been capturing this data since September 2020	Ongoing
Review of TO Live Employment Equity policy & other employment policies	Review/Additional input by DEI Committee's Talent Management Working Group before seeking TO Live Board approval	Q1-Q2
DEI Branding/Marketing	Review/Assistance by DEI Committee's Communication Working Group	Q3-Q4

TIMELINES

2021 PLAN

Increase/Expand Job Postings to establish diverse talent pipeline	Has started and currently being done with additional diverse job posting sites, social media, employment services and equity seeking organizations	Ongoing
Encourage word of mouth on job postings	Has started and currently being done. DEI Committee's Communication Working Group to review/assist	Ongoing/Q1
Continue to develop relationships for hiring initiatives	Has started and currently being done	Ongoing
Appoint TO Live ambassadors for relationship building	Experienced employees or hiring managers to be appointed TO Live ambassadors	Q4-2022
Create career development programs	Establish career development programs, e.g. Production and Technical Mentor program to be formulated to help address the lack of diversity inside the production world of live entertainment. Additional input by DEI Committee's Talent Management Working Group	Q1-Q4