



People and Culture Inclusion and Equity 2024 Annual Report: Navigating the Future

Date: July 3, 2025

To: Human Resources Committee

From: Chief People and Culture Officer

Summary

The People and Culture Annual Report provides a progress update on the TTC's commitments related to equity, diversity, inclusion, accessibility (EDIA) and anti-racism outlined in the 10-Point Action Plan of 2020.

Recommendations

It is recommended that the Human Resources Committee:

1. Receive the report for information.

Financial Summary

There are no financial impacts associated with the Board's receipt of this report.

Investments in Diversity and Inclusion		
Year	New Operating Funding	Initiatives
2020	\$2.8M	Anti-Racism strategy, Transit Enforcement Office Independent Complaints Office
2021	\$1.1M	Embrace Diversity Action Plan
2022	\$0.7M	Diversity & Anti-Racism Training & Awareness
2023	\$0.6M	Anti-Racism training, Anti-Racism Strategy and Diversity programming
2024	\$0.4M	Anti-Racism training, Anti-Racism Strategy
Total	\$5.6M	

With diversity and inclusion being a top priority for the TTC, in addition to prior base funding, investments of new operating funding have been approved annually through the budget process since 2020, totaling \$5.6 million which was included in the 2024 approved Operating Budget, to implement the initiatives noted in this report.

Equity/Accessibility Matters

Equity, diversity, inclusion, accessibility (EDIA) and anti-racism remain a critical area of focus within the TTC, as we work towards creating a workplace that values its employees and the communities we serve.

The TTC's Inclusion and Equity Annual Report includes reporting on initiatives aimed at creating an organizational culture of equity, inclusion, belonging, respect, and dignity that is free from harassment and discrimination.

In 2024, the TTC continued to build upon the work started in 2020, deepening and sustaining its culture change by embedding the 10-Point Action Plan commitments into daily operations and strengthening their impact across the organization. As part of this ongoing work, the TTC prioritized the advancement of the remaining commitments to ensure full implementation of the Plan.

The design and layout of the People and Culture Annual Report has been optimized to meet web accessibility standards.

Issues Background

The TTC continues to advance its objectives around diversity and inclusion using the framework of the 10-Point Action Plan developed in 2020. The 10 actions are:

1. Structure for Success by aligning workplace relationships to reflect diversity and inclusion as top priorities.
2. Appoint a Third-Party Advisor to review and assess existing practices.
3. Third-Party Review of Data in several key areas.
4. Recruit women and diversity into Transit Operations with women representing at least four in every 10 new hires commencing in 2021.
5. Refocus outreach and recruitment strategies.
6. Review Communications with a Diversity and Inclusion Lens.
7. Organizational Training, including front-line training.
8. Establish a procurement policy grounded in equity and diversity.
9. Revenue Protection and Special Constable Service to report to the Chief Strategy and Customer Officer.
10. Learn from International Best Practice and develop strategic partnerships.

Decision History

The TTC's Corporate Plan underscores the Commission's commitment to promoting greater diversity and inclusion in the workplace and in the delivery of services. To advance the TTC's objectives around diversity and inclusion, in December 2020 the TTC presented a report titled, [Embrace Diversity: The TTC's 10-Point Action Plan and Five-Year Diversity and Human Rights Plan](#) to the TTC Board. In April 2022, the TTC Board was presented with the first Diversity and Culture Annual Report entitled [Diversity and Culture: A Year of Firsts](#). This report was in response to the TTC's commitment to

updating the public on progress on TTC's 10-Point Action Plan and Five-Year Diversity and Human Rights Plan. The second Diversity Report was tendered in July 2022, entitled [Equity, Diversity & Inclusion in Motion](#). The third Diversity Report, entitled [Equity, Diversity, Inclusion and Accessibility \(EDIA\): Progress Through Systemic Change](#), was presented to the TTC Board in April 2024.

Comments

After four years of operation, the TTC's People and Culture Group presents its fourth annual report. The report, entitled *Navigating the Future*, outlines progress on each of the 10 actions in the 10-Point Action Plan and identifies the next steps for 2025.

Specifically, this report:

- Highlights activities at the TTC and initiatives supported by the TTC in communities over the last year in fulfilling the Plan; and
- Identifies opportunities and next steps for continued work to enhance leadership competencies, address system barriers and build greater diversity, inclusion, equity and belonging at the TTC.

Some key points from the Report:

1. The Anti-Racism Strategy was approved by the TTC Board in 2024, and the Anti-Racism Policy was referred to the Human Resources Committee.
2. As part of the ongoing Racial Equity Impact Assessment (REIA), various research methodologies gathered data from Fare Inspectors, Special Constables, managers, supervisors, customers, communities, Operators and station staff to inform culture change at the TTC and the final REIA report.
3. For the fourth consecutive year, the TTC surpassed its target of 40% women as new Transit Operator hires. To support these new hires and encourage long-term retention, the Commission has invested in several initiatives to support its employees, including mentorship programs and information sessions.
4. Recommendations from the Inclusive Design Project, a project aimed at identifying and addressing barriers to inclusion and accessibility in the built environment, are underway.
5. Reforms were introduced to the Transit Operator Program to better prepare candidates with the knowledge and skills needed for success at the Operations Training Centre (OTC).
6. Confronting Anti-Black Racism (CABR) training continued, with 1820 unionized employees (Bus Operators) and 4061 non-unionized staff completing the training since the start of CABR training at the TTC.
7. Over 90 people leaders completed UpSkill's EDIA inclusive leadership training, setting a new standard for equity-informed supervision at the TTC.
8. In April 2024, the TTC Board approved the updated Use of Force, Use of Discretion, Body-Worn Camera and Special Constable In-Car Camera System policies. The objective of these policies is to strengthen accountability and public trust in all enforcement activities.

9. Proposed development of a TTC Procurement Equity Strategy. This strategy will establish the foundation for Procurement Equity, ensuring that equity, diversity, and inclusion are consistently and sustainably integrated into procurement activities.
10. Community and employee engagement partnerships expanded in 2024.

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Signature

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Attachment

Attachment 1: People and Culture 2024 Inclusion and Equity Annual Report: *Navigating the Future*