



# Workplace Harassment and Discrimination Policy

**Date:** January 19, 2026  
**To:** People, Culture and Governance Committee  
**From:** Chief People and Culture Officer

## Summary

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The Workplace Harassment and Discrimination Policy (formerly titled Respect and Dignity Policy) was reviewed in accordance with the *Occupational Health and Safety Act* (OHSA), which mandates an annual review of workplace harassment-related policies. The updates also align with TTC's Corporate Plan<sup>1</sup>, best practices, the Ontario Human Rights Commission guidelines, and recommendations from the City of Toronto Auditor General's [Audit of the Toronto Transit Commission's Non-Union Workforce Planning and Management](#) report.

In their report, the Auditor General recommended that the TTC update current policies and procedures to ensure clear roles and responsibilities for each investigative unit and other involved personnel including management, Employee Relations, and Human Resources, and communicate this information to employees.

The Human Rights and Investigation Department (HRID) led a comprehensive review of the Workplace and Harassment Policy, incorporating reflective input from internal and external stakeholders. The revised policy introduces significant improvements to:

- enhance clarity and accessibility through plain language and streamlined structure;
- strengthen safety by adding guiding principles that reinforce a respectful and trauma-informed complaints process; and
- modernize the complaints process with clearer roles, expanded definitions that provide a lens and framework to ground our work, and improved access points.

## Background and Analysis

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The Workplace Harassment and Discrimination Policy was revised in March 2025 to incorporate minor updates; however, the last comprehensive review occurred in August 2022. As a result, the HRID conducted a comprehensive review to ensure compliance with legislative requirements and to align with organizational goals. This update reinforces TTC's commitment to fostering a safe, inclusive and respectful workplace, consistent with the *Ontario Human Rights Code* (Code) and the OHSA.

The Policy serves as a critical framework for preventing harassment and discrimination

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<sup>1</sup> Aligns with TTC's Corporate Plan goals to 1) build a future-ready workforce; and 2) and transform and modernize for a changing environment

and provides mechanisms to adequately respond to complaints of harassment, discrimination, and other human rights violations in a timely, fair and confidential manner.

The Policy underwent a rigorous and collaborative review process, and extensive consultations with internal and external stakeholders, including:

- TTC employees (via Commission-wide survey)
- TTC's Inclusion and Belonging Committee
- City of Toronto's Human Rights Office
- TTCriders

In addition, HRID reviewed policies from broader public sector organizations to ensure alignment with best practices. These included the City of Toronto, Metrolinx, University of Toronto, and the City of Mississauga.

With insights from the consultations and research, the HRID revised the Policy and made the following key improvements:

- Separated the complaint and investigation process from the Policy
- Expanded Definitions, such as the inclusion of support person, microaggressions, racism, Anti-Black and Anti-Indigenous Racism, which are important grounding frameworks
- Clarified roles and scope of various departments, employees and managers within the process
- Clearer accessible language – use of plain language
- Greater access points – MyTTC | Workzone, HRID Complaint Portal, TTC intranet page
- Explicit focus on prevention and trauma-informed practice
- Clarified informal resolution options – Intake and Early Resolutions Office offering early dispute resolution options
- Changed the Policy name to point directly to its purpose

The overall key improvements achieve enhanced clarity, strengthen safety for employees, and modernize complaint handling. Details of how the revisions accomplish this are detailed below.

## **Enhanced Clarity**

The revised policy provides clearer definitions, roles and responsibilities for all parties involved in complaint handling, including employees, management, Employee Relations, and Safety and Environment. This clarity addresses previous gaps that created confusion for employees and managers about reporting pathways and accountability. By formalizing responsibilities and embedding these details into the Policy, employees will better understand how complaints are managed, what to expect during investigations, and who is responsible for each step. This transparency is essential for building trust and ensuring consistent application across the organization. The Policy was also revised to enhance readability by using plain language and separating the complaint and investigation procedures from the Policy, making information easier to navigate and ensuring timely access to resources.

## **Strengthening Safety**

A key focus of the revision is reinforcing employee safety and well-being through a trauma-informed approach. This means expanding and clarifying language in the policy to recognize the impact of workplace harassment and discrimination on mental health and ensuring that the complaint handling process minimizes harm to those involved. The Policy now elaborates on alternative dispute resolution methods, such as mediation, and outlines what a support person is and how they can assist during an investigation. These changes support a psychologically safe complaint process and/or workplace, and align with TTC's commitment to respect, dignity, and equity.

## **Modernizing Complaint Handling**

The introduction of the HRID Complaint Portal and Case Management System represents a significant step forward in the modernization of how complaints are tracked and resolved. This system improves transparency by allowing complainants to monitor the status of their cases, while enabling better data analytics to inform resource allocation and decision-making. The system also supports compliance with the Auditor General recommendations by formalizing complaint tracking across units, monitoring investigation timelines, and collecting feedback through engagement and exit surveys. These enhancements will drive efficiency, improve employee and customer experience, and strengthen organizational accountability. The Policy also introduces investigation timelines to give all parties clearer expectations.

## **Implementation Plan**

To ensure successful implementation of the revised Workplace Harassment and Discrimination Policy, HRID has collaborated with the Operations Training Centre (OTC), Employee Development (ED), Policy team, and the Corporate Communications department to develop a comprehensive rollout strategy.

This strategy focuses on two key components:

### *1. Communication Across the Organization and to External Partners*

Clear and consistent messaging will be delivered via multiple channels to inform all employees of the policy changes and its implications. Corporate Communications will lead the development of campaigns, including intranet updates, email bulletins, newsletters, and leadership briefings, to ensure widespread awareness.

### *2. Training and Engagement*

Updated and newly developed training tools will be introduced to help employees understand the enhanced policy provisions and learn how to engage with the improved complaint process. These resources will include e-learning modules, updated onboarding materials, and targeted sessions for managers and investigative units. The goal is to equip employees with the knowledge and confidence to navigate the revised processes effectively.

This coordinated rollout will reinforce TTC's commitment to respect, dignity, and equity while supporting a smooth transition to the updated policy framework.

## **Financial Impact**

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Finance was consulted as part of this review and assessed there was no incremental financial impact to the TTC.

The Interim Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## **Contact**

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## **Attachments**

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Attachment 1 – Workplace Harassment and Discrimination Policy