

EQUITY, DIVERSITY AND INCLUSION

Human Resources Initiatives

**Combating Racism Discrimination and Hatred
Advisory Committee**

September 17, 2025



Agenda

- Introduction
 - The City's EDI Evolution
 - HR Organizational Structure and EDI Community of Practice
 - The Committee's Ask
- Embedding EDI in Talent Acquisition
- Embedding EDI in Workplace Psychological Health and Safety
- What's Next and Closing Remarks

The City's EDI Evolution

Job Posting Inclusivity Guide

KPMG Review

Mandatory Indigenous Cultural Awareness Learning

Implementing Employee Resource Groups (ERG's)

Hiring Manager Inclusive Interview Checklist

**Accessibility for Ontarians Act (AODA)
Ontario Occupational Health and Safety Act (OHSA)
Ontario Human Rights Code (OHRC)
Respectful Workplace Policy
Whistleblower Policy**

Development of EDI Divisional Plans

Workforce Diversity & Inclusion Strategy

Total Rewards Enhancements

Hiring a Talent Diversification & Inclusion Specialist and other Subject Matter Experts

Creation of Talent Management Knowledge Hub

Equity Alerts

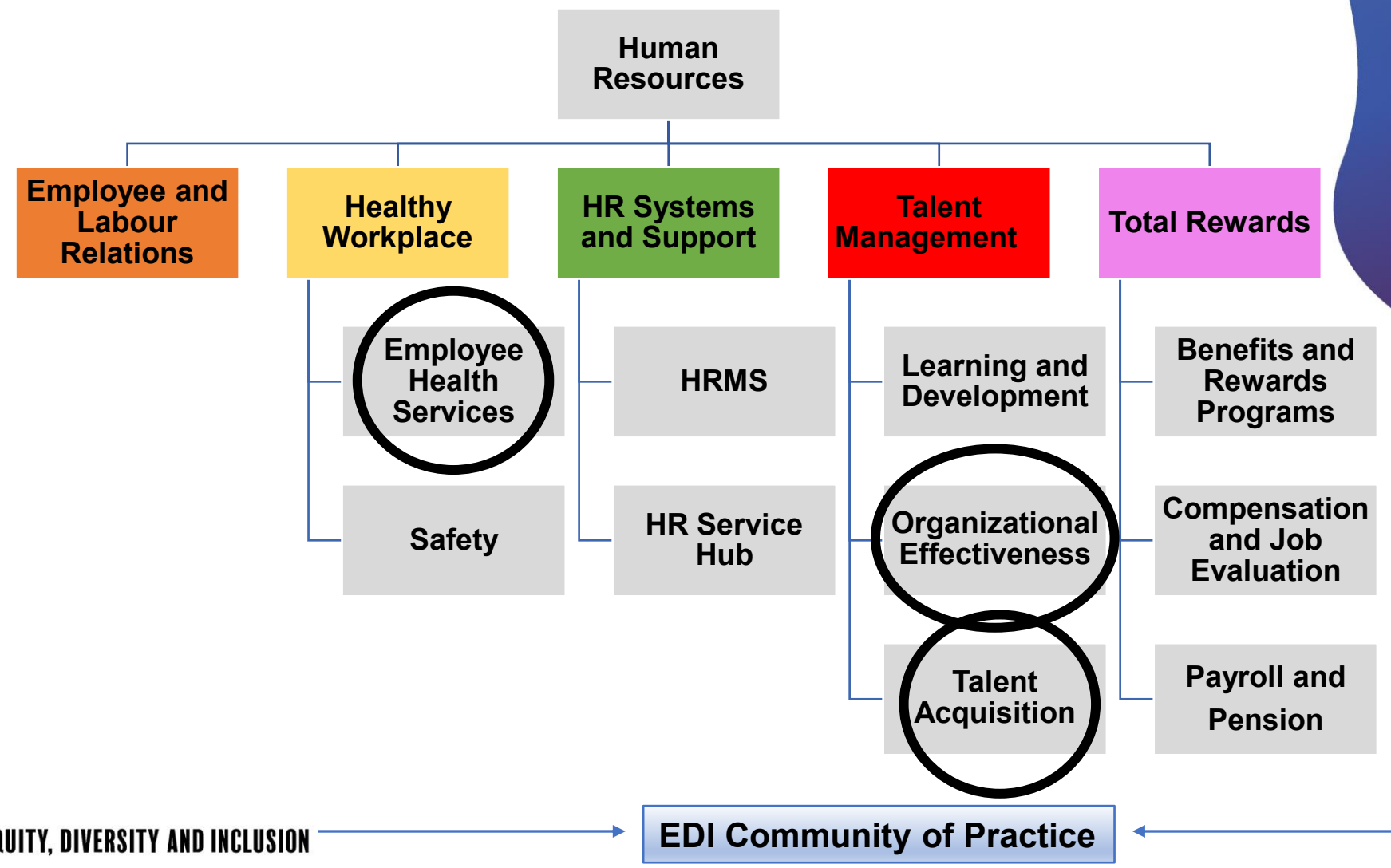
Respectful Workplace & Workplace Violence Policies Review

Candidate Interview Essentials Guide/Checklist

Building EDI tools/resources such as webpages/ dashboards

Workplace Psychological Health and Safety Strategy

Human Resources Organizational Structure



Talent Acquisition



Embedding EDI in Talent Acquisition

With a diverse workforce, the City of Mississauga aims to enhance its ability to develop innovative new programs, foster stronger relationships with communities and enhance service delivery by leveraging the unique talents, skills and expertise of employees.

Our Vision:

To create a respectful workplace that fosters a culture of diversity and inclusion, and to attract, retain, and develop a talented diverse workforce which broadly reflects the communities and citizens the City of Mississauga serves.

The City's goal is to create an organization which leverages diverse talents and ways of thinking to create innovative programs and services that meet the diverse needs of our citizens.

KPMG Recommendations

1. Conduct active outreach to equity-deserving communities
2. Create structures and deploy tools in the screening and assessment process to mitigate bias
3. Empower and enable Hiring Managers to integrate equitable and inclusive hiring practices into their recruitment process
4. Develop candidate support resources to enhance psychological safety throughout the interview process
5. Add a dedicated resource to support talent diversification efforts

Our Journey: Structural Change Through Policy and Education



Talent Diversification and Inclusion Specialist



Revised Recruitment Policy



EDI Hiring Manager Certification



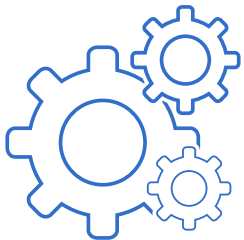
Mandated Interview Panel Composition

Enabling Inclusive Practices for Hiring Teams



EDI Hiring Manager Supplementary Sessions

- Provides Hiring Managers with skills to effectively navigate the recruitment process with an EDI lens



Tools that Drive Inclusion:

- Inclusive Job Posting Guide
- Interview Essentials Guide for Candidates
- EDI Interview Question Bank
- Inclusive Interview Checklist

Enhancing the Candidate Experience

**Be Part of
Something Big.**



Equity, Diversity, and Inclusion (EDI) in Recruitment

Equity Internships and Strategic Outreach

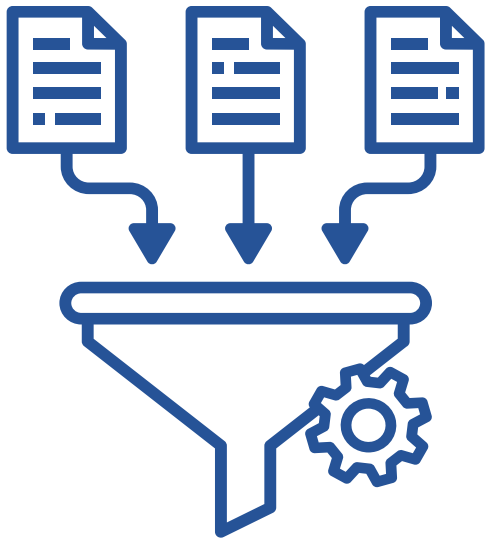


Equitable Internship Initiative



Strategic Community Partnerships

Measuring Impact and Looking Ahead



Harnessing the power of **Qualitative** and **Quantitative** data:

- The Candidate Experience Survey
- The Equitable Internship Initiative
- Demographic information at time of Application (Optional)
- Employee Engagement and Demographic Survey

Workplace Psychological Health and Safety Strategy



The Link Between EDI and Workplace Psychological Health and Safety

Equity, Diversity, and Inclusion are foundational to workplace psychological health and safety.

From an occupational health and safety perspective, preventing psychosocial hazards means addressing systemic inequities, ensuring respectful and inclusive interactions, and creating psychologically safe work and work environments for all employees.

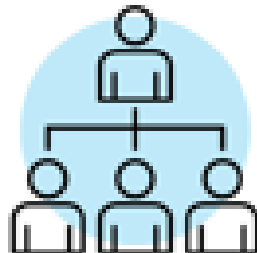
Workplace Psychological Health and Safety Strategy

The Strategy:

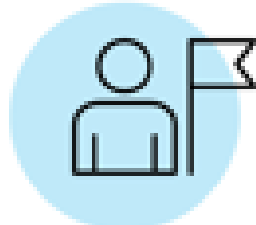
- **Promotes** employees' psychological well-being
- Actively works to **prevent** harm to employee psychological health
- Effectively **resolves** incidents and concerns as they arise

Strategy Goals and Pillars

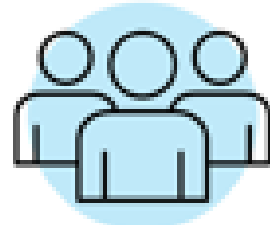
GOALS



Organization



People Leader



Employees

PILLARS



Prevention



Promotion



Resolution

Goal #1

The **organizational** processes, policies, programs and services work together to support psychological health, safety and wellbeing in the workplace.

Health and Safety Management System

Psychosocial Factors Assessment and Action Planning

Critical Incident Response

Respectful and Violence Free Workplace Review

Recruitment Processes

Disability Management Processes

Health Promotion

Impairment in the Workplace

Quiet/Wellness Rooms

Benefits and Rewards

Measurement Plan

Corporate Award/Recognition

Communication Strategy

Goal #2

People Leaders have the values, knowledge, skills & tools to create and sustain a psychologically healthy & safe work environment.

Awareness, Knowledge and Skill Building

Workplace Psychological Health & Safety

Employee Mental Health

Policies, Benefits, Programs and Supports

Psychologically Safe Leadership Skills

Senior Leadership Mental Health

Goal #3

Employees are resilient, experience their workplace as psychologically healthy and safe and have timely access to quality supports, programs and benefits.

Awareness, Knowledge and Skill Building

Workplace Psychological Health and Safety

Employee Mental Health

Policies, Benefits, Programs and Supports

Public Code of Conduct

Employee Resource and Wellness Groups

Key Accomplishments

- 2022 Employee Engagement and Demographic Survey
- Review of the City's Violence Risk Assessment processes and tools
- Enhanced Critical Incident process and supports
- Implemented/updated eight Quiet/Wellness Rooms
- Introduced Leader and Employee Learning and Supports
- Benefit enhancements

What's Next?

- Enhanced Employee and Leader Learning
- WPHS Strategy Scorecard
- Respectful and Violence-Free Workplace Actions
- 2025 Employee Demographic & Engagement Survey
- Occupational Health and Safety Commitment Statement
- Suicide Prevention/Intervention
- Phase 2 – Workplace Psychological Health & Safety Strategy (2026-2029)
- Embracing Change: A Comprehensive EDI Strategy