City of Hamilton Systems Review

The better the question. The better the answer.
The better the world works.

EY
Building a better
working world

ENABLING OUR DELIVERY OF SERVICES: EY'S EDI FRAMEWORK (GES)

The Global Equality Standard (GES) framework examines culture and EDI from every angle, providing a robust and comprehensive assessment

35 GES Framework Components

CORE EDI	TALENT	BUSINESS	PEOPLE	LEADERSHIP	RELATIONSHIPS	REVIEW & MEASURE
• Inclusive Culture	• Talent Attraction	• Strategy & Planning	• Feedback Mechanism	• Commitment & Accountability	• External Relationships & CSR	• Pay Gap
• Policies & Practices	• Recruitment Processes	• Bias	• Mental Health & Wellbeing	• Visibility & Messaging	• Supplier Relationships	• Data Analysis
• Engagement Survey	• Appraisal & Performance Monitoring	• Business Case	• Flexible Working	• Inclusive Leadership	• Customer Insight	• Review
• Targeted Training	• Career Progression	• Governance	• *Employee Adjustments & Accessibility*	• Senior Level Scrutiny	• Industry Insight & Regulation	• Measurement
• Communication	• Learning & Development	• Setting Priorities	• Caring responsibilities	• Middle Management	• Human Rights & Modern Slavery	• Implementation

You'll get …

A summary of your established current state and remediation priorities.

Engaged stakeholders across the organization, no matter their physical location.

A tailored, practical EDI strategy with recommendations to support accessibility targets, continual improvement and leading practices.

ENABLING OUR DELIVERY OF SERVICES: EY'S EDI FRAMEWORK (GES)

The GES has been utilized with over 150 organizations and will be tailored to the City of Hamilton's unique operating context

- Enable strategic EDI proficiency planning by establishing the current state and key priority areas for remediation
- Engage people right across the organization and promote inclusion in the assessment process from the very start
- Provide demonstratable evidence that GES implementation has led to greater talent attraction and retention and winning more business

There are 5 levels of EDI Maturity in the Global Equality Standard:

Level 5
Inclusion
"Diversity drives our business growth"

- A core component of business activity and process

- ✓ Actions implemented
- ✓ Lessons learned fed into continuous improvement, future strategy and plans
- ✓ Leaders role modelling EDI
- ✓ Dedicated budget and resources

- Employee resource groups drive corporate priorities
- Business lines report higher profit margins and sales
- Staff are passionate brand ambassadors

Level 4
Integration
"Diversity helps us innovate"

- Deep understanding at all levels
- Clear ownership and accountability

- ✓ High level of leadership accountability
- ✓ EDI data used to reshape the strategic approach
- ✓ Business case for diversity fully embedded

- Increase in engagement scores
- Staff seeking mentors and taking responsibility for EDI

Level 3
Awareness
"I can be myself"

- Recognize and value difference
- Recognition of the barriers

- ✓ Strategy in place but limited follow through
- ✓ Leadership commitment
- ✓ Defined business case for EDI
- ✓ Limited metrics
- ✓ Networks driving change

- Business starts to understand, through evidence, the positive impact of EDI
- Staff feel valued and safe

Complacency
"We are all the same, really"

- Overemphasis of mutual characteristics, hiding appreciation of others' qualities

- ✓ Limited EDI data collected but not proactively analyzed

- "Don't ask, don't tell" culture stifles team spirit and creativity

Level 1
Compliance
"Us and them"

Features

- Judgmental, clichéd view of cultural
- ✓ Policies focused on regulatory requirements

Impact

- Business disruption through high attrition and absenteeism

Summary of results

Using EY's Global Equality Standard (GES), we were able to assess the current state of EDI within the City. The table below gives a snapshot of which competencies were met, partially met, and not met. Findings represent a snapshot in time, and activities in the business may have progressed since the assessment was conducted. Your overall GES score is outlined against our scoring criteria below:

GES assessment criteria

The Global Equality Standard (GES) consists of 35 competencies, each of which will be graded 'Met', 'Partially met' or 'Not met'. The criteria for each of these grades is as set out below.

Grading	Definition
Met	Your organization presented a variety of leading practice evidence that demonstrates that you are fully compliant with this competency. The evidence presented is consistent throughout and embedded in the culture of the organization.
Partially met	Your organization presented partial evidence but there are some significant gaps. The gaps could include (but not exclusively limited to): areas where the evidence provided is inconsistent or incomplete, areas requiring further development.
Not met	Your organization presented no documentary or qualitative evidence to demonstrate compliance with this competency. We consider there to be a significant issue which requires immediate attention.

To achieve GES certification requires:

1. 25 competencies to be graded 'Met'
2. A minimum of 3/5 competencies graded 'Met' within each of the GES' 7 pillars
3. 0 competencies to be graded 'Not met'

City of Hamilton's GES results are as follows:

10 Competencies graded 'Met'

24 Competencies graded 'Partially met'

1 Competencies graded 'Not met'

3/7 **Pillars met (min of 3/5 competencies met in each)**

In order to meet the GES standard the City will need to make the necessary improvements to the competencies that were graded, 'Partially met' or 'Not met'. As noted above a minimum of 25 competencies will need to be graded 'Met' and 3/5 of each of the 7 pillars need to be graded 'Met'. More detail on the structure is included in Appendix F.

City of Hamilton's results against each of the 35 competencies with the GES framework

1 Core components EDI		2 Your talent		3 Your business		4 Your people		5 Your leadership		6 Your relationships		7 Review and measurement	
🟡 1.1	Culture	🟢 2.1	Talent attraction	🟡 3.1	Strategy	🟢 4.1	Feedback mechanism	🟡 5.1	Commitment & accountability	🟢 6.1	External relationships & CSR	🟡 7.1	Pay gap
🟢 1.2	Policies & practices	🟢 2.2	Recruitment & onboarding	🟡 3.2	Bias	🟢 4.2	Mental health & wellbeing	🟡 5.2	Visibility & messaging	🟡 6.2	Supplier relationships	🟡 7.2	Data analysis
🟡 1.3	Engagement survey	🟡 2.3	Appraisal & performance monitoring	🔴 3.3	Business case	🟡 4.3	Flexible working	🟡 5.3	Inclusive leadership	🟡 6.3	Customer insight	🟡 7.3	Action planning & implementation
🟡 1.4	Targeted training	🟡 2.4	Career progression	🟡 3.4	Governance	🟢 4.4	Adjustments & accessibility	🟡 5.4	Senior level scrutiny	🟢 6.4	Industry insight & regulations	🟡 7.4	Review
🟡 1.5	Communications	🟢 2.5	Learning & development	🟡 3.5	Setting priorities	🟡 4.5	Caring responsibilities	🟡 5.5	Middle management	🟢 6.5	Human rights & modern slavery	🟡 7.5	Measuring impact

1/5	3/5	0/5	3/5	0/5	3/5	0/5
-	√	-	√	-	√	-

Summary of results
Findings against protected characteristics

The GES is a holistic assessment which seeks to ensure all legal regulations have been considered and the eleven protected characteristics have been supported.
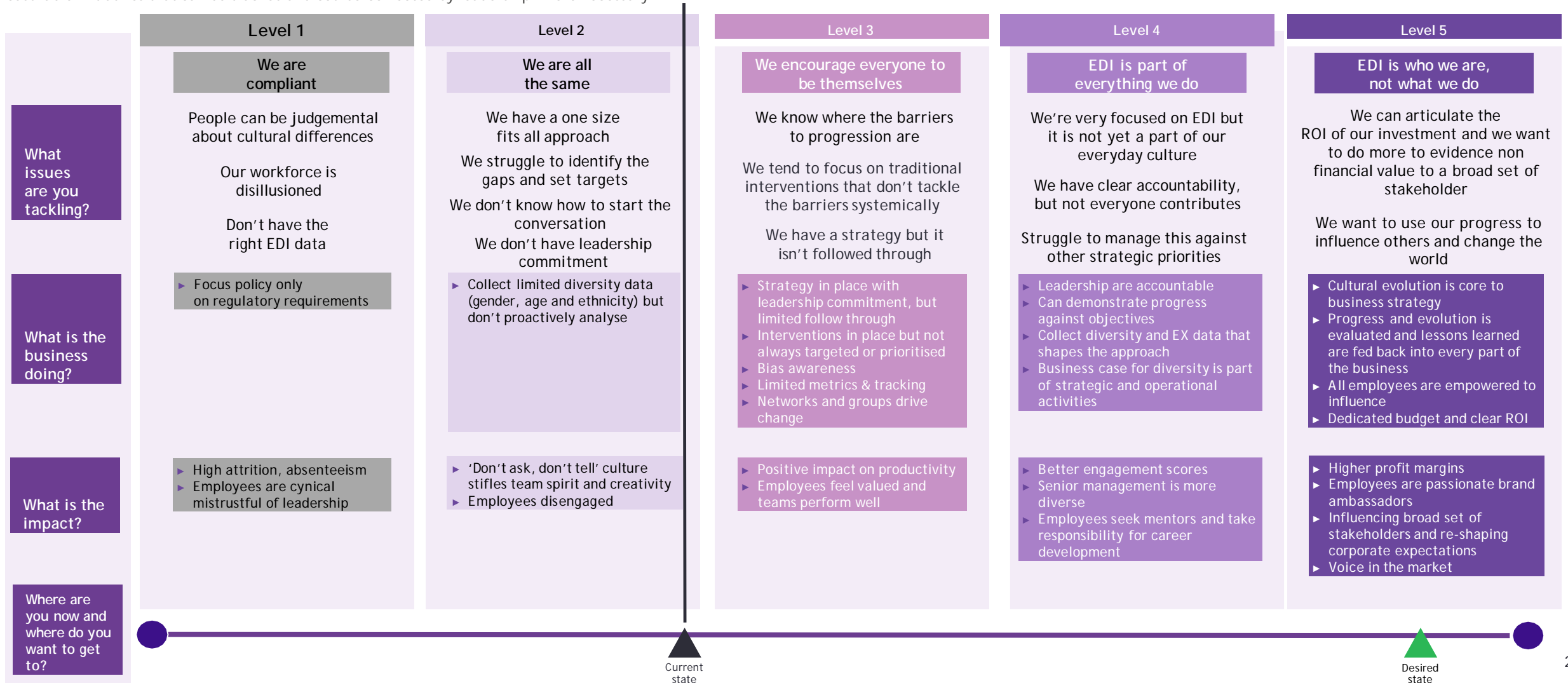
The table to the right is a summary of legal regulations and key activities which relate to each of the protected characteristics.

Protected characteristic

Summary of legal regulations	✓ Compliant with gender pay reporting	✓ Compliant with flexible working regulations	✓ Anti-Sweatshop Policy	
Age	*No evidence of non-compliance with the Employment Equity Act*	Capture of age-related data *Competency 7.2*		
Disability	Barrier Free City Guidelines *Competency 4.4*	Website Accessibility *Competency 4.4*	Office accessibility *Competency 4.4*	*No evidence of non-compliance with the Employment Equity Act*
Gender Identity and Expression	Plans to expand capture of gender identity data *Competency 7.2*	*No evidence of non-compliance with the Employment Equity Act*	Transgender protocol *Competency 4.4*	
Marriage and Family Status	*No evidence of non-compliance with the Employment Equity Act*			
Pregnancy and maternity	Maternity, Adoption, Shared Parental Leave policies *Competency 1.2*	Matched SPL pay to maternity pay *Competencies 1.2*	Plans to expand capture of data relating to caring responsibilities *Competency 7.2*	
Ancestry/Race/Colour	Plans to expand capture of ethnicity & nationality data *Competency 7.2*	*No evidence of non-compliance with the Employment Equity Act*		
Religion and belief	Plans to expand capture of data relating to religion *Competency 7.2*	*No evidence of non-compliance with the Employment Equity Act*		
Sex	Celebrations of International Women's Day *Competency 1.5*	Capture of gender-related data *Competency 7.2*	*No evidence of non-compliance with the Employment Equity Act*	
Sexual orientation	Pride awareness events *Competency 1.5*	Plans to expand capture of sexual orientation data *Competency 7.2*		
Citizenship	Plans to expand capture of status data *Competency 7.2*	*No evidence of non-compliance with the Employment Equity Act*		
Ethnicity	*No evidence of non-compliance with the Employment Equity Act*			

Note: In the Disability row, the final box reads "Clearly articulated Employee Accommodation Policy *Competency 4.4*"

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Summary of results
EDI maturity model

The GES EDI maturity model shows increasing levels of proficiency with regard to the extent to which EDI is embedded within an organization. It is used as a tool to identify an organization's standing within the broader maturity spectrum and the stages that an organization will need to travel through in order to achieve and sustain a truly inclusive culture. The City has a clear recognition of the importance of EDI and significant efforts have been made over the past few years which are beginning to drive notable improvements. In order to achieve a higher level of maturity, the City of Hamilton should become more organized with it's efforts and drive measurable initiatives that can be tracked and course-corrected by leadership where necessary.

	Level 1	Level 2	Level 3	Level 4	Level 5
	We are compliant	**We are all the same**	**We encourage everyone to be themselves**	**EDI is part of everything we do**	**EDI is who we are, not what we do**
What issues are you tackling?	People can be judgemental about cultural differences Our workforce is disillusioned Don't have the right EDI data	We have a one size fits all approach We struggle to identify the gaps and set targets We don't know how to start the conversation We don't have leadership commitment	We know where the barriers to progression are We tend to focus on traditional interventions that don't tackle the barriers systemically We have a strategy but it isn't followed through	We're very focused on EDI but it is not yet a part of our everyday culture We have clear accountability, but not everyone contributes Struggle to manage this against other strategic priorities	We can articulate the ROI of our investment and we want to do more to evidence non financial value to a broad set of stakeholder We want to use our progress to influence others and change the world
What is the business doing?	▸ Focus policy only on regulatory requirements	▸ Collect limited diversity data (gender, age and ethnicity) but don't proactively analyse	▸ Strategy in place with leadership commitment, but limited follow through ▸ Interventions in place but not always targeted or prioritised ▸ Bias awareness ▸ Limited metrics & tracking ▸ Networks and groups drive change	▸ Leadership are accountable ▸ Can demonstrate progress against objectives ▸ Collect diversity and EX data that shapes the approach ▸ Business case for diversity is part of strategic and operational activities	▸ Cultural evolution is core to business strategy ▸ Progress and evolution is evaluated and lessons learned are fed back into every part of the business ▸ All employees are empowered to influence ▸ Dedicated budget and clear ROI
What is the impact?	▸ High attrition, absenteeism ▸ Employees are cynical mistrustful of leadership	▸ 'Don't ask, don't tell' culture stifles team spirit and creativity ▸ Employees disengaged	▸ Positive impact on productivity ▸ Employees feel valued and teams perform well	▸ Better engagement scores ▸ Senior management is more diverse ▸ Employees seek mentors and take responsibility for career development	▸ Higher profit margins ▸ Employees are passionate brand ambassadors ▸ Influencing broad set of stakeholders and re-shaping corporate expectations ▸ Voice in the market
Where are you now and where do you want to get to?			Current state		Desired state

Key strengths which we observed in your EDI program

The pages overleaf outline the key strengths that we identified:

Policies and Practices

Clear policies are in place which reflect current legislation. Support is provided to enable consistent application of policies.

Amongst many, some notable policies include the City's transgender protocol, equity and inclusion policy, leave of absence guidelines, harassment /discrimination policy, and anti-nepotism policy.

The Mayor created an EDI toolkit/handbook that is currently in draft status. The toolkit is published in a news release for reference and guidance while it seeks revisions.

Recruitment and Onboarding

There are processes in place at the City to mitigate bias and improve objectivity during the recruitment process.

Recruitment materials are designed to be accessible and inclusive. The City utilizes a standardized interview guide tied to competency levels that are relevant to how an employee at that level would be evaluated. All hiring managers are required to complete interview training prior to conducting candidate interviews.

Talent Attraction

Structured activities and initiatives are in place at the City to attract identified underrepresented groups. The talent acquisition strategy has clear target mapping and a link to EDI initiatives.

Multiple programmes are in place to provide alternative routes to employment, for example: degree apprenticeships, engagement with OntarioWorks, targeted job fairs, and engagement with a number of different underrepresented groups.

Learning and Development

Training and development programs at the City take accessibility into consideration in how they are delivered.

There is existing training around relevant EDI topics, such as, Transgender Protocol Training and Mental Health.

Mental Health and Well being

There are a number of strong and proactive efforts in place to prevent and manage mental health issues and support wellbeing at the City.

This includes the Employee and Family Assistance Program, OHN, Healthy Workplace program resources, LifeSpeak, Critical Incident Peer Support Team, and the Working Mind Program.
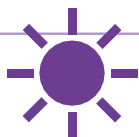
Feedback Mechanism

The City has feedback channels available for EDI related issues. These feedback channels include a whistle-blower by-law and a direct line of communication for unbiased advice from the City's Human Rights Specialist.

The City has also created an EDI Steering Committee made up of staff representatives from across the organization and there are plans to consult them on aspects of the EDI agenda. Members of the EDI Steering Committee are encouraged to engage with departments and actively seek feedback.

Adjustments & Accessibility

The City is committed to accommodating employees and applicants to enable equal access to all employment activities free of barriers and / or discrimination.

Considerations have been given to building use (e.g. areas to breastfeed, transgender protocol addressing restrooms/change rooms) and website accessibility.

External Relationships and CSR

The City is committed to supporting the greater Hamilton community, and has worked with United Way extensively.

The City has also successfully linked it's CSR work to it's talent strategy by facilitating resume writing workshops and simulated interviews for OntarioWorks.