

Diversity and Inclusion

Report | April 2021



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EXECUTIVE SUMMARY

This report summarizes the progress made by the City of Saskatoon (City) toward diversity and inclusion goals set out in the 2018-2020 Strategic Plan, with the primary goal of the City workforce being representative of the local population of the city. As an equity partner with the Saskatchewan Human Rights Commission (SHRC), the City measures and reports on the four equity groups: Indigenous, Visible Minority, Persons with a Disability, and Women (See Appendix 2 for definitions of each equity group).

A major focus of this report highlights the initiatives from 2018 to 2020 and identifies priorities for moving forward for 2021 using an integrated systematic approach to diversity and inclusion planning. In 2018, the City implemented the Global Diversity, Equity and Inclusion Benchmarks: Standards for Organizations Around the World™ (GDEIB) creating the foundation of The City's Diversity and Inclusion strategy. This model provides us with a best practice roadmap and global benchmarks for charting our course forward with specific, targeted strategies to enhance and retain the City's diverse workforce. Since 2018, the City has seen a trending increase in Visible Minority hires and retention, and a consistent measure of Indigenous hiring and retention. While some progress has been made, there is still much work to be done. In the fall of 2020, as part of ongoing efforts to enhance the focus on diversity, and foster a collaborative multi-departmental approach, the City created the Reconciliation, Equity, Diversity and Inclusion (REDI) Stewardship Committee. This cross departmental group is committed to address reconciliation, eliminate systemic racism and create an inclusive, equitable, and diverse organization. Together they will provide leadership in the community by focusing on areas for activating, championing, and aligning activities and resources to best support the commitments made. The establishment of the REDI Stewardship Committee is the first step toward formalizing a cross functional approach to understanding and addressing systemic barriers and developing a comprehensive organizational strategy. As a founding member of REDI Stewardship Committee, Human Resources (HR) is focused on providing leadership and working as part of the team to define our path forward.

The HR has also been working to review and update our Diversity and Inclusion action plan with a continued focus on increasing the recruitment and retention of a diverse workforce. For the period of 2021 – 2023, the HR Division has identified a number of priorities including: an active presence on REDI Stewardship Committee; the review and renewal of the City's Diversity, Equity and Inclusion strategy encompassing an annual plan of events and formalized partnerships with internal and external stakeholders; the development of an updated self-declaration strategy focused on collecting self-declaration data past the date of hire; the addition of the Indigenous Employment Coordinator position in HR with a dedicated focus on sourcing, recruiting and retaining Indigenous people; and the implementation of Fusion, providing new technology to be explored with the potential for more timely and accurate employment data and opportunities for in depth analysis that may be able to inform future plans.

INTRODUCTION

As a part of the HR Transformation, the City is putting steps in place to become more strategic and developing partnerships internally and externally to support effective recruitment and retention practices specific to diversity. The goal being to have the City's workforce be representative of the population of the city residents. Although more work will need to be done to recruit and retain a representative workforce, action items between 2018–2020 were put in place to help support that goal. Below are some highlights of the actions supported by the 2018-2020 strategy that illustrate the commitment of the City's Divisions in taking leadership in the areas of Diversity and Inclusion:

1. The implementation of the “Global Diversity, Equity and Inclusion Benchmarks: Standards for Organizations Around the World” (GDEIB) model has provided a solid methodology to understand how current practices, policies and programs may be contributing towards best practice in diversity, equity and inclusion and identify gaps which can contribute to revisions in the strategy. Recently we have expanded how we use the GDEIB, increasing the number of GDEIB groups and categories we now review and assess within the “External Group” which provides benchmarks relating to how the organization offers its services, products and interacts with customers, community and stakeholders.
2. Over the last five years the Saskatoon Fire Department (SFD) has made a new commitment towards diversity, equity, and inclusion. We are pleased to capture their progress towards these goals in the next section and would also like to highlight their plans for 2021 including:
 - A joint Labour-Management Equity, Diversity and Inclusion Committee was established to act as the main discussion and advisory body of the SFD in relation to issues of equity, diversity, and inclusion and how best to advance them within the Department.
 - Implement a diversity, equity, and inclusion assessment of SFD. This assessment will include both employee statistics around demographics, practices, and policy assessments as well as assessments of employees' experiences of inclusion in the workplace.
 - Diversity, equity, and inclusion focused training opportunities will include:
 - Diversity and Inclusion Fundamentals – Fire Officer Class
 - Unconscious Bias – Fire Officer Class
 - Indigenous Awareness – All new employees
 - Planning and development of Fundamental Equity, Diversity and Inclusion (EDI) training course for all staff.

- External outreach tentatively planned for 2021:
 - EXXplore – This program is an introduction to a career in emergency services for young females and is co-hosted with the Saskatoon Police Service.
- 3. Extensive work and plans have been completed and continue for indoor Leisure Centers to expand inclusivity for patrons visiting these facilities. The City recognizes the value of private change rooms for many different segments of the City’s population and for many different reasons. This includes a parent with a child of opposite gender, a senior or person with a disability needing assistance, a transgender person who would feel more comfortable changing privately, cultural or religious beliefs, or due to modesty as a personal choice. Work to date in this area is highlighted in the following section recognizing that there is additional work being planned.

In the following pages, specific detail to the Benchmark Actions that took place during 2018-2020 is laid out according to the categories of the GDEIB model. The actions not only include representation from HR, but also Indigenous Initiatives, SFD, Recreation and Community Development and more. Recognizing that diversity, equity and inclusion progress requires effective partnerships across various divisions in the City, and external stakeholders.

THE GLOBAL DIVERSITY, EQUITY, AND INCLUSION BENCHMARKS MODEL

In 2018, the diversity and inclusion planning structure progressed to an integrated systematic approach using the Global Diversity, Equity, and Inclusion Benchmarks: Standards for Organizations around the World. This approach provides the organization with criteria to measure and monitor progress in diversity and inclusion through being able to:

- Realize the depth, breadth, and integrated scope of diversity and inclusion practices
- Assess the current state of diversity and inclusion
- Determine strategy
- Measure progress in managing diversity and fostering inclusion

Diversity and inclusion programs and initiatives in HR are developed using benchmarks currently focusing on eleven of the fifteen categories specifically from the model to ensure an integrated system approach:

The Foundation: Drive the Strategy

- a. Diversity and Inclusion Vision, Strategy and Business Case
- b. Leadership and Accountability
- c. Diversity and Inclusion Structure and Implementation

Internal: Attract and Retain People

- a. Recruitment, Retention, Development, and Advancement
- b. Benefits, Work-life Integration, and Flexibility
- c. Job Design, Classification, and Compensation
- d. Diversity and Inclusion Learning and Education

Bridging: Align and Connect

- a. Assessment, Measurement, and Research
- b. Diversity and Inclusion Communications

The External Group

- a. Community, Government Relations and Philanthropy
- b. Services and Product Design

In the chart below, actions are captured specific to the categories laid out in the GDEIB model. These actions are broken down by: Current Practice: represents ongoing work and New Approaches: which identifies new work undertaken as part of the 2018-2020 Diversity and Inclusion Strategy.

THE FOUNDATION: DRIVE THE STRATEGY

Key Areas: Leadership and Accountability, Diversity and Inclusion Structure and Implementation, Diversity and Inclusion Vision, Strategy and Business Case

Current Practice	Benchmark Actions
	Corporate Strategic Plan has a goal “to be representative of the community we serve”.
	Guidance and recommendations are provided to departments when developing diversity and inclusion plans as part of their departmental business plans.
	Through the bargaining process, opportunities were presented to explore further involvement of union executive in diversity and inclusion planning. This resulted in several Memorandum of Agreements being signed to establish diversity and inclusion working committees.
New Approaches 2018-2020	<p>Formation of the REDI Stewardship Committee (Reconciliation, Equity, Diversity and Inclusion) in 2020, whose commitment is to address reconciliation, eliminating systemic racism and create an inclusive, equitable, and diverse organization as well as providing leadership in the community under these focus areas by activating, championing and aligning activities and resources to best support these commitments.</p> <p>This committee’s members include the General Manager, Chiefs and Directors from the Human Resources, Strategy and Transformation and Community Services Divisions.</p>

INTERNAL: ATTRACT AND RETAIN PEOPLE

Key Area: Recruitment, Retention, Development and Advancement

Current Practice	Benchmark Actions
	Outreach recruitment strategies to the community that includes sending all new job postings to over 70 different community organizations and contacts.
	Development of attraction strategies when requested that include advertising in Indigenous publications, Facebook and LinkedIn.

	<p>Partnership with the Saskatoon Trades and Skills Centre to provide skills training and work experience for job seekers belonging to equity group members. Parks, Roadways and Operations, and Water and Waste Stream and Facilities and Fleet divisions work collaboratively with STSC to recruit students and host work placements in three separate programs as part of a recruitment program in Labourer and Building Custodian positions.</p>
	<p>Regular community relation activities with the purpose of adding accessibility of job postings, providing guidance to job seekers on the recruitment process, and be approachable and transparent to the community regarding our recruitment process.</p>
	<p>Attendance at career fairs including: WeConnect, Community Job Fair and the Future is Yours.</p>
	<p>Presentations on the recruitment and selection process to community organizations. Including formal presentations to program participants in programs at Saskatchewan Intercultural Association, Saskatoon Open Door Society, Global Gathering Place, and International Women of Saskatoon.</p>
	<p>Coordinate pre-employment readiness programs to prepare job seekers for long-term sustainable careers to improve the quality of life. Participation in work experience programs of community organizations including wage subsidy programs from GDI/STC, work experience and transition to employment programs from International Women of Saskatoon and Saskatchewan Intercultural Society, YWCA Women in Trades program and the individual professional mentorship of newcomers.</p>
	<p>Partnerships continued to be fostered with community organizations who provide services to Persons with Disabilities. This includes providing additional job coaching required for employees with disabilities, work placements for job seekers and client consultations and referrals.</p>
	<p>Provide one on one consultations with job seekers to assist with the application and interview process, and to provide feedback.</p>
	<p>Actively work in partnership with educational institutions to design curriculum and training based on employment trends. This includes participating in STSC Programming Committee and SIIT Industry Committee.</p>
<p>New Approaches 2018-2020</p>	<p>Partnered with Quint Development Corporation to host an Employer Spotlight to recruit for the seasonal labourer positions. This included meeting and shortlisting job seekers for interviews.</p>

	<p>Review and revision of SFD’s recruitment process including the addition of interview questions at all levels assessing competence in diversity and inclusion.</p> <p>SFD hosted a focused recruitment information event on the process for becoming a firefighter for young females.</p>
Key Area: Job Design	
Current Practice	Benchmark Actions
	Continue to identify position titles with gender specific wording and revise as positions open and need to be posted. Journeyman changed to Journeyperson, Storeman changed to Store Clerk, Lineman changed to Line Technician, etc.
	The organization maintains equitable job design, classification and compensation practices and systems to minimize subjectivity to allow for increased equity through the Joint Job Evaluation Committee with CUPE 59 and the ESA/SCMMA Job Evaluation Committees.
	Review and revise job qualifications in SFD. Reviewed qualifications for firefighter/paramedic in relation to occupational requirements.
Key Area: Work-Life Integration, Flexibility and Benefits	
Current Practice	Benchmark Actions
	Religious practices, cultural celebrations and holidays are accommodated for employees wherever possible. Some examples of this included working with employees to accommodate different schedules and finding appropriate spaces for prayer at work.
	For those employees with a disability and require accommodation for medical reasons, the Disability Assistance Program manages employee accommodations and return to work plans and allows for healthy and safe placements and returns to work.
New Approaches 2018-2020	At the start of the pandemic when employees were asked to work from home if their job allowed for it, and schools were closed or going online, the organization asked leaders to adapt in order to provide flexibility for working parents or those who have dependents. Some of these adaptations included adjustments in schedules, additional time off, unpaid leave, etc. Data suggests that women are more vulnerable to COVID-19 impacts related

	economic effects because of existing gender inequalities. One such inequality is the increasing the burden of dependent care, which is disproportionately carried by women.
	Recognizing the additional mental health needs in 2020 during the pandemic, Employee and Family Assistance Program (EFAP) Services were provided to all employees including temporary, casual and those in probationary periods.

BRIDGING: ALIGN AND CONNECT

Key Area: Assessment, Measurement and Research

Current Practice	Benchmark Actions
	Employment equity statistics are calculated, analyzed and measured against the Saskatchewan Human Rights Commission’s goals for Employment Equity Partners. Please see the Employment Statistics section for this information.
	Provide employment equity statistics and analysis to divisions upon request to help them: identify diversity and inclusion gaps; set specific goals based on their operations and assess specific initiatives for effectiveness. The SFD has taken a stronger focused approach recently and their specific stats can be found in the Employment Statistics section.
	Employee surveys completed include demographic data to ensure analysis is done and to increase learnings from different employee groups. This includes employee engagement surveys and Employee Pulse Survey.

Key Area: Diversity and Inclusion Communications

Current Practice	Benchmark Actions
	The D&I communications plan ensures frequent, ongoing, innovative information on diversity and inclusion. This includes a dedicated Diversity and inclusion page on “MyCity” which includes timely and up to date information, events, and training opportunities. Examples of this include an accurate and accessible Annual Multicultural Calendar of Events, upcoming Pride events, list of upcoming training.
New Approaches 2018-2020	Enhanced usage of social media for internal and external branding promoting various events the City is celebrating and recognizing,

	using LinkedIn, Facebook, Instagram, and Twitter. (International Women’s Day, Pride)
Key Area: Diversity and Inclusion Learning and Education	
Current Practice	Benchmark Actions
	<p>Provide a comprehensive opportunity for learning and development on diversity and inclusion. The following Corporate training opportunities were paused in 2020 due to COVID-19 restrictions and hope to restart later in 2021 for those that can be delivered online or for 2022 that need to be conducted in person.</p> <ul style="list-style-type: none"> • Indigenous Awareness Training for all employees • Fundamentals of Cultural Competency: Mandatory for all supervisors and managers and part of the Pathway to Reconciliation, voluntary participation for all other employees. • Understanding Racism • Reconciliation Ambassador Program • Religious Accommodation: The Legal Side • Understanding Invisible Disabilities: • Diversifying the Workplace: LGBTQ2S Identities and Inclusive Practices
New Approaches 2018-2020	A series of Managing Mental Health workshops were held virtually in 2020 and recorded for employees to access on MyCity anytime.
	SFD continued Indigenous Awareness training for new employees using the online module. In addition, they began the implementation and expansion of online training opportunities for their Captains that included: Introduction to Diversity and Inclusion and Understanding Unconscious Bias.
	Development and implementation of annual programs bringing awareness to gender equity on International Women’s Day. This programming included panel discussions, social media campaign, employee awareness campaign and workshop.
	The SFD participated in International Women's Day March 8, through the creation of a SFD video which was launched on social media and personal posts from leadership.
	Participation in annual Pride events such as the Pride Parade. 2020 saw the City complete a video, with engagement from the employee population, in order to continue participation in the virtual Pride Parade due to COVID-19 restrictions.

	A targeted focus on diversity, equity and inclusion learning occurred through participation in external training opportunities such as the Canadian Center for Diversity and Inclusion monthly webinars and community of practice events and the Saskatchewan Human Rights Commission's (SHRC) monthly Courageous Conversations.
	The SFD participated regularly in various community events such as Powwows, Pride events, Ramadan celebrations, International Day for the Elimination of Racial Discrimination (March 21).
	Participation in the Municipal Diversity and Inclusion network provides perspective on common challenges, trends and current practices in municipalities across Canada.

THE EXTERNAL GROUP

Key Area: Community, Government Relations and Philanthropy

New Approaches 2018-2020	Benchmark Actions
	The City partnered with Saskatchewan Indian Institute of Technologies (SIIT) to a Memorandum of Understanding (MOU) to undertake recruitment, training and education activities which includes actively engaging with learners, identifying barriers to employment and taking action to increase the quality of life.
	The City partnered with the Saskatoon Tribal Council (STC) to develop a Memorandum of Understanding which undertakes recruitment, training and education activities that actively engages with learners, identifying barriers to employment and taking action to increase the quality of life.
	The City partnered with Radius, Sask Polytech, Gabriel Dumont Institute (GDI) and STC to participate in a Water Distribution and Collection training program and work placement opportunity called Kanatan Nipiy Program.
	SFD contracted Cosmo Industries Work Program for cleaning of the Station Headquarters (an organization that creates foundational programs for adults with intellectual disabilities).
	SFD is now taking a proactive approach reaching out to community to explore partnerships and opportunities. Some examples include: <ul style="list-style-type: none"> • Presentation to Health studies class on city governance in the pandemic 2020. The audience was undergraduate with health focus, young students/most in high school and young newcomers

	<ul style="list-style-type: none"> • Dialogue with Fire colleges to discuss recruitment of diverse students • Dialogue with local Metis and First Nations educational institutions to discuss potential partnerships.
Key Area: Services and Product Development	
New Approaches 2018-2020	<p>Benchmark Actions</p> <p>Extensive plans and work have been completed for indoor Leisure Centres to expand their inclusivity for patrons visiting these facilities. The City recognizes the value of private change rooms for many different segments of the City's population and for many different reasons. This includes a parent with a child of opposite gender, a senior or person with a disability needing assistance, a transgender person who would feel more comfortable changing privately, cultural or religious beliefs, or due to modesty as a personal choice. Other action items included:</p> <ul style="list-style-type: none"> • Family change rooms have been replaced with universal change rooms and universally recognized symbols that represent showers, toilets and change tables and wheelchair accessible will be used instead of gender specific icons. • Signage in the facilities has been posted that states the following: "We acknowledge that all people using our leisure facilities are able to use the change room and washroom that aligns with their own gender identity." • Continued communication and staff training on transgender inclusion including tools and resources for addressing inquires. • Enhancements to shower areas to include curtains for privacy in the women's change rooms at Saskatoon Fieldhouse and Harry Bailey Aquatic Center. • The development of a joint City and Community Transgender Working group that will identify barriers to inclusion and provide advice on problem solving. This committee was put on pause in 2020 due to COVID-19 Pandemic and will resume in the second half of 2021.

Although there were significant actions that took place in 2018-2020 as listed above, as well as numerous ongoing approaches, there is still more work to be done. The next section will highlight the approach for the 2021–2023 years. The revised strategy will include an increased focus on GDEIB Categories of Leadership and Accountability, Diversity and Inclusion Structure and Implementation and Recruitment, Retention, Development and Advancement. In addition, although the City has a Self-Declaration practice in place at hire, there will be a renewed focus on Assessment and Measurement and Research actions to support the measurement of

success toward a representative workforce. Once this redesigned strategy is in place, a communications plan will be put in place to support the success of the strategy.

MOVING FORWARD: 2021-2023 PRIORITIES

The Human Resources Division will continue the work necessary in driving towards our goal of a diverse and inclusive organization. In the 2021-2023 strategy there will be five key initiatives which will provide a shift needed to continue to move the organization forward. These are:

- Participation in REDI Stewardship Committee (Reconciliation, Equity, Diversity and Inclusion), whose commitment is to address reconciliation, eliminating systemic racism and create an inclusive, equitable, and diverse organization as well as providing leadership in the community under these focus areas by activating, championing and aligning activities and resources to best support these commitments. This committee's members include the General Manager and Chiefs and Directors from the Human Resources, Strategy and Transformation and Community Services Divisions.
- With the addition of a new Organizational Development Department in HR, there now is added capacity for the development of a revised Diversity, Equity and Inclusion strategy. This newly focused strategy will be in support of the priorities set out by the REDI Stewardship Committee, the GDEBI model and data analysis. This strategy will also be able to review and revise training opportunities that were put on pause in 2020 due to pandemic restrictions.
- The work in the Organizational Development Department will also put an increased focus on Leadership and Accountability through a leadership development framework which will include a competency on inclusion. Inclusive leaders are self-aware, value difference and have an open mindset. They are effective advocates for diversity, fully embracing the business case and championing initiatives that make inclusion an organizational priority.
- The Indigenous Employment Coordinator position has been revamped and transitioned into the HR Division to better align work with the overall diversity and recruitment strategies. The focus of this role will be on the development of an Indigenous Employment Strategy with a focus primarily on recruitment and retention plans that compliment and/or coincide with the Reconciliation Strategy driven by the Indigenous Initiatives Department. Although this is currently a temporary position the Administration will be seeking opportunities for permanent funding for this position to ensure a clear and dedicated focus to identifying and addressing barriers to employment and retention of Indigenous employees relating to the TRC Calls to action.
- With the implementation of Fusion, a new SAP system will allow an added opportunity to explore data collection and analysis. This could include potential for more timely and accurate employment data in order to provide a more in-depth analysis, that may be able to impact future plans, and opportunities for adding technology supporting de-biasing mechanisms throughout the selection process.

- The Self-Declaration process will be reviewed and revised. The current process allows an opportunity for employees to voluntarily self-declare at the beginning of their employment as part of their onboarding process. To ensure accurate data, this particular process needs to expand to one where employees are confidentially able to self-declare at any time throughout their time at the City. Research indicates that voluntary self-declaration for Persons with Disabilities during the recruitment process is not a reliable measurement for employers to base their equity program success on. Many employees do not want to self-declare to their new employer that they have a disability due to the stigma attached. With the addition of the next phase of the Fusion project in 2021, employees will have the opportunity to self-declare through their employee profile at any time. This new process may allow for improved psychological safety when self-declaring aiming for more accurate data. This new process will be accompanied with a new self-declaration educational campaign which will educate employees on how to do this and why self-declaration can be helpful for improving workplace inclusion.
- Recognizing that Persons with a Disability representation is the largest gap, the revised Diversity and Inclusion Strategy will have a specific focus designed to address the barriers to employment for this equity group.

EMPLOYMENT STATISTICS

From the GDEIB Key area of “Assessment, Measurement and Research”, benchmarks identified as Best Practice include:

- “In depth DEI assessment are regularly conducted on the overall organization and within departments, and the results are incorporated into strategy and implementation.”
- “The organization regularly reports and review progress against benchmarks and has consistently demonstrated significant improvements in meeting DEI goals over several years.”

This segment is based on the City’s workforce population for the four equity groups over the last five years. Specifically, it gives a five-year trend for each of the equity groups twice per year: July and December. The July 31st reporting date captures a representation that includes the City’s seasonal and temporary workforce. The December 31st reporting date captures a representation of the City’s permanent workforce. Both these periods are important due to the significant difference in the total employee population during each of the time frames. The City’s total estimated workforce in 2020, for the purposes of diversity and inclusion statistics, was 3,220, this number decreases to 2,998 in December.

In addition there is a statistical breakdown for each equity group by employment type (Permanent, Temporary, Seasonal, Casual (Other), and Jobshare) and occupational group (Labour, Operating, Clerical, Technical, Service, Trades, Apprentice, Professional, and Managerial) as of December of 2020.

Table 1 provides the five-year employee population trend by equity group for July of each year (2016-2020). These results are compared with the SHRC goals for employment equity partners in Saskatchewan.

Table 1: Employee Population Trend (% of Workforce) by Equity Group - July 31

Equity Group	July 2016	July 2017	July 2018	July 2019	July 2020	SHRC Goals
Indigenous	8.5%	8.4%	9.0%	9.0%	8.6%	14.0%
Persons with Disabilities	3.8%	3.7%	3.7%	3.5%	3.3%	22.2%
Visible Minority	10.4%	10.5%	10.8%	11.3%	12.2%	16.8%
Women	38.5%	37.5%	37.3%	35.7%	33.6%	47.0%

Table 2 provides the five-year employee population trend by equity group for December of each year (2016-2020). The December statistics provide a representation of each equity group in terms of the City's permanent workforce.

Table 2: Employee Population Trend by Equity Group - December 31

Equity Group	Dec 2016	Dec 2017	Dec 2018	Dec 2019	Dec 2020	SHRC Goals
Indigenous	7.2%	7.1%	7.2%	7.3%	7.1%	14.0%
Persons with Disabilities	3.8%	3.7%	3.8%	3.5%	2.8%	22.2%
Visible Minority	10.6%	11.0%	11.7%	11.9%	11.7%	16.8%
Women	38.0%	37.0%	36.5%	35.7%	31.8%	47.0%

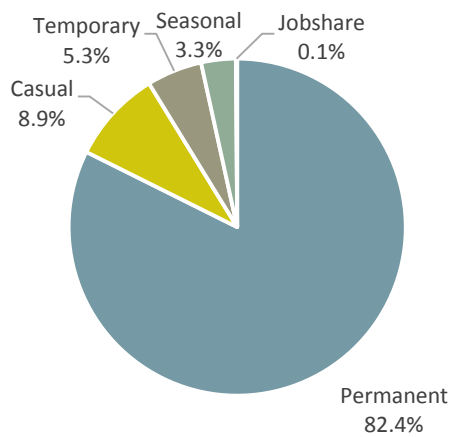
CORPORATE COMPOSITION

As part of the data analysis, it is important to understand the composition of the City's workforce. This information can indicate where there are the most opportunities for development.

EMPLOYMENT TYPE

Employment type is an important consideration in our diversity and inclusion strategy as it will show where the most opportunity for growth can be made. In July, 74.2% of the City's workforce was permanent, in December this number increases to 82.4%.

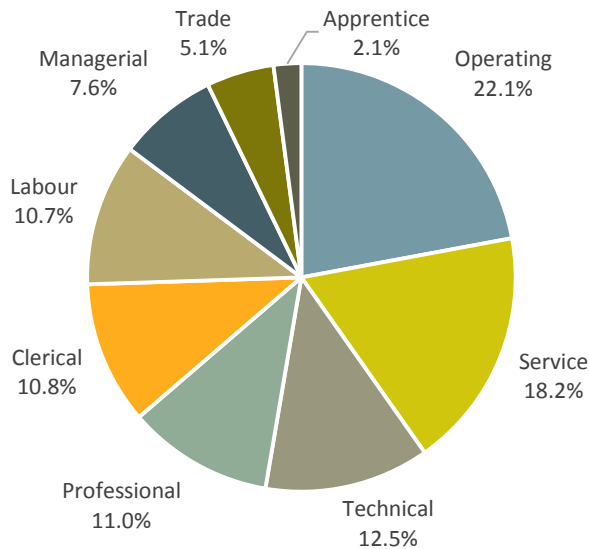
Chart 1: Total Workforce Employment Type - December 2020



OCCUPATIONAL GROUPS

Nine occupational groups have been categorized to assist in the analysis of the workforce. Chart 2 below represents the percentage of employees in each occupational group. The goal is to have representation from the four equity groups in all occupational groups (See Appendix 4 for occupational group definitions).

Chart 2: Occupational Group Distribution – December 2020



Operating

Operating is the largest occupational group with approximately 22.1% of the overall employee population included in this group.

Within the operations group, Saskatoon Transit employs 47% of employees. The second largest divisions are Water and Waste Operations and Roadways, each employing slightly more than 14% of employees in the operating occupational group. 21% of the permanent employee population is included in the Operating occupational group.

Service

Service is the second largest occupational category at 18.2%. The Recreation and Community Development division employs 50% of the service positions, many of these positions are not permanent.

Technical

At 12.5%, Technical is the third largest occupational group. There are a variety of position throughout all areas that are in the technical category with the majority in IT. These positions are over 80% permanent in nature.

EQUITY GROUP STATISTICS

INDIGENOUS EMPLOYEES

The performance goal set by City Council for Indigenous employees is based on the SHRC goal of 14.0%.

CURRENT STATISTICS

Total Workforce

Table 3 shows the Indigenous employee population in July has remained constant over the last four years. Although Indigenous employees have made up 19% of the City's seasonal and temporary workforce in the last five years, this has not increased the overall Indigenous representation. Based on this data, seasonal and temporary positions have been a good entry point, however continued emphasis on only recruitment for seasonal and temporary workforce will likely have a limited ability to close the current gap. While the City will continue to place a priority on hiring Indigenous people in seasonal and temporary positions, there is a need to introduce new strategies to retain and recruitment in permanent positions order to achieve the corporate goal of 14.0%.

Table 3: Total Indigenous Employee Population Trend - July 31

Equity Group	July 2016	July 2017	July 2018	July 2019	July 2020	SHRC Goals
Indigenous	8.5%	8.4%	9.0%	9.0%	8.6%	14.0%

Table 4 shows the Indigenous employee population in December has remained consistent over the last five years. The data confirms that a greater priority needs to be placed on both hiring Indigenous employees into permanent positions, as well as increasing the number of opportunities for transitioning temporary and seasonal employees into full time permanent positions.

Table 4: Total Indigenous Employee Population Trend - December 31

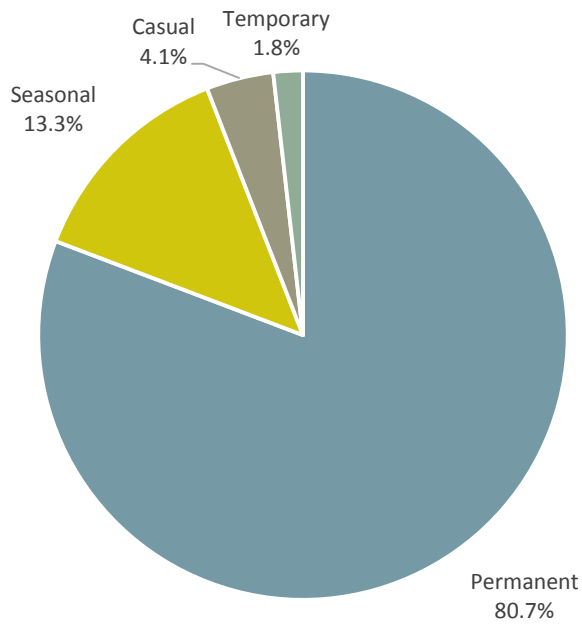
Equity Group	Dec 2016	Dec 2017	Dec 2018	Dec 2019	Dec 2020	SHRC Goals
Indigenous	7.2%	7.1%	7.2%	7.3%	7.1%	14.0%

Employment Type Distribution

The data below provides a breakdown of Indigenous employee by each employment type. Employment type includes permanent, seasonal, temporary, casual (other), and jobshare.

Chart 3 displays the distribution of Indigenous employees by employment type for December 2020. 80.7% of Indigenous employees are employed in permanent positions. This is slightly lower than the corporate composition at 82.4%

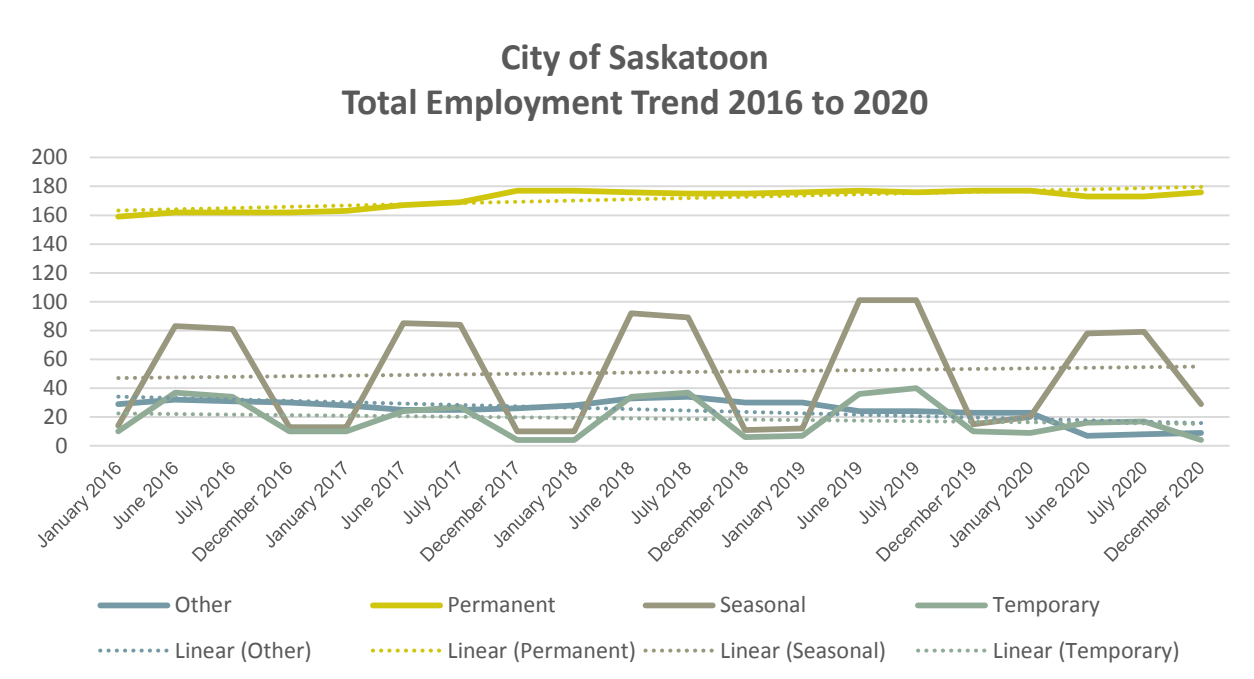
Chart 3: Indigenous Employment Type - December 2020



Employment Type Trends

Chart 4 below shows the five-year trend occurring for Indigenous employees based on employment type of permanent, seasonal, temporary, casual (other), and jobshare.

Chart 4: Indigenous Employment Type Trend from 2016 to 2020



In Chart 4 above, the yellow line represents the permanent Indigenous employees over the last five years with the linear trend line indicating a positive trend. Increasing the number of opportunities to recruit Indigenous employees into permanent positions will be essential to achieving a representational workforce.

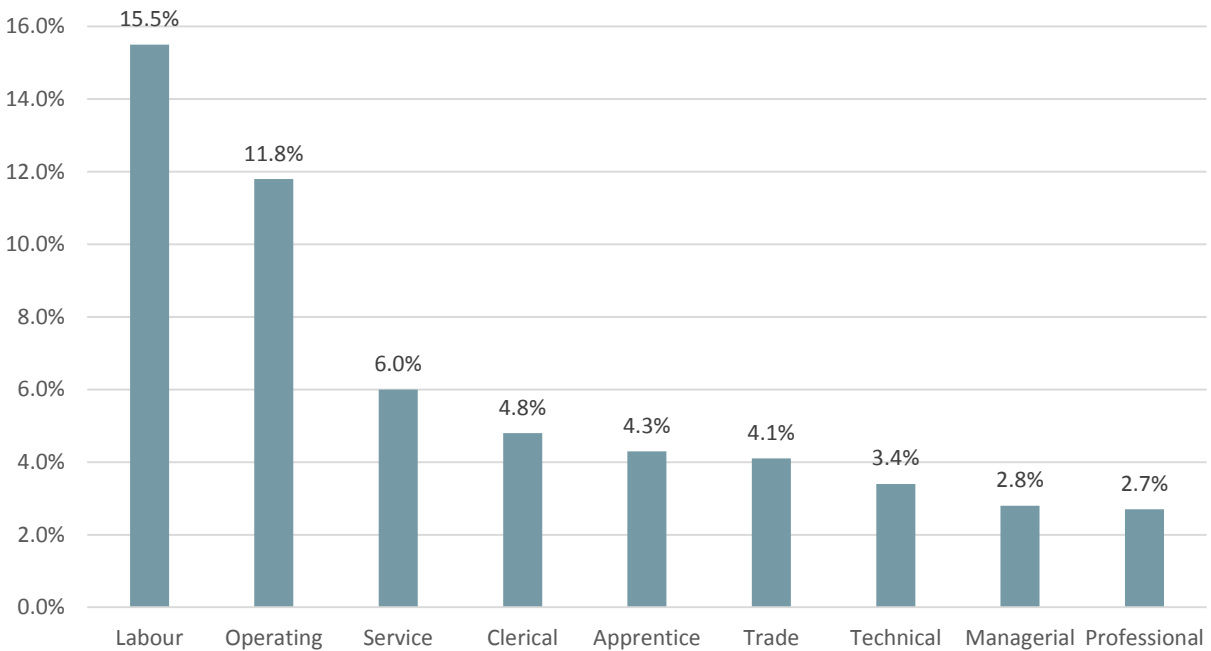
The brown line representing seasonal employees and the green line representing temporary employees fluctuate each year based on spring/summer hiring, with relatively no overall increase in the last five years overall. While current seasonal employment diversity strategies need to be enhanced, the City's long-term success will depend on the ability to identify barriers and enhance strategies for employees to transition from seasonal and temporary employees to permanent positions, or direct hire Indigenous people in to permanent positions.

The blue line represents the number of employees who hold casual (other) or jobshare positions with no increase over the last five years. With an increase in advertising and sourcing for Indigenous candidates, the City and increase the workforce in this category.

Occupational Group Distribution

Chart 5 below represents the percentage of Indigenous employees who occupy positions within each occupational group. The purpose of this information is to measure representation within occupational groups. The goal is to have representation in all occupational groups. (See Appendix 4 for occupational group definitions).

Chart 5: Indigenous Employee Representation by Occupational Group - December 2020



Labour: Indigenous employees account for 15.5% of the labour occupational group, specifically in the labourer and building custodian positions. 42% of the labourer positions are seasonal with a majority employed in Parks, Roadways, Water and Waste Operations and Facilities.

Operating: Indigenous employees account for 11.8% of the operating group.

Service: The service group is the third largest Indigenous representation at 6.0%.

Future strategies should include specific identification of barriers in occupations where there is less participation including Professional, Managerial and Technical positions.

PERSONS WITH A DISABILITY

The performance goal set by City Council for Persons with Disabilities is based on the SHRC goal that 22.2% of the workplace population is comprised of people with disabilities.

CURRENT STATISTICS

Total Workforce

Table 5 shows the employee population for Persons with Disabilities equity group in July has not improved over the last five years. The data provides a clear indication that the current strategies will need to be changed to reach our goal of 22.2%.

Table 5: Total Employee Population for Persons with Disabilities Trend - July 31

Equity Group	July 2016	July 2017	July 2018	July 2019	July 2020	SHRC Goals
Persons with Disabilities	3.8%	3.7%	3.7%	3.5%	3.3%	22.2%

Table 6 shows the employee population for Persons with Disabilities equity group in December has not increased significantly in the last five years. The data provides a clear indication that current strategies have not been successful at increasing this equity group. In 2021-2023 a specific sub strategy will be designed to dig into understanding this gap and a directed action plan with new strategies will need to be put in place towards achieving our goal.

Table 6: Total Employee Population for Persons with a Disabilities Trend -December 31

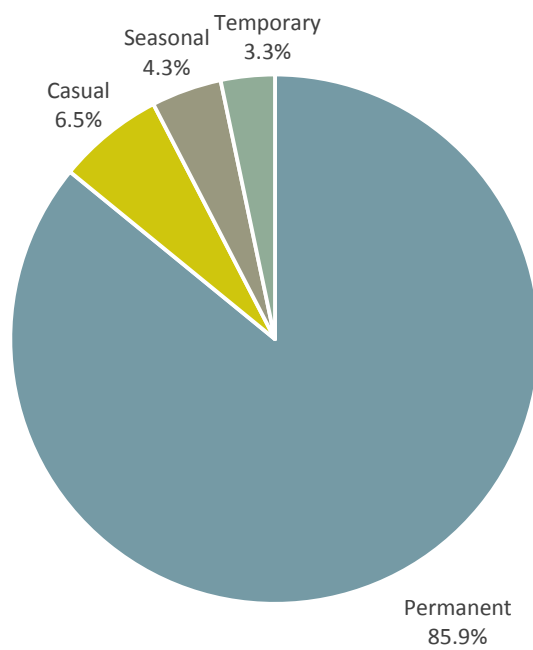
Equity Group	Dec 2016	Dec 2017	Dec 2018	Dec 2019	Dec 2020	SHRC Goals
Persons with Disabilities	3.8%	3.7%	3.8%	3.5%	2.8%	22.2%

Employment Type Distribution

The data below provides a breakdown of Persons with a Disability employee representation by each employment type. Employment type includes permanent, seasonal, temporary, casual (other), and jobshare.

Chart 6 below shows the distribution of Persons with a Disability by employment type for December 2020. Persons with Disabilities are employed predominantly in permanent positions (85.9%). This is a higher percentage when compared to the organization overall, which is 82.4%.

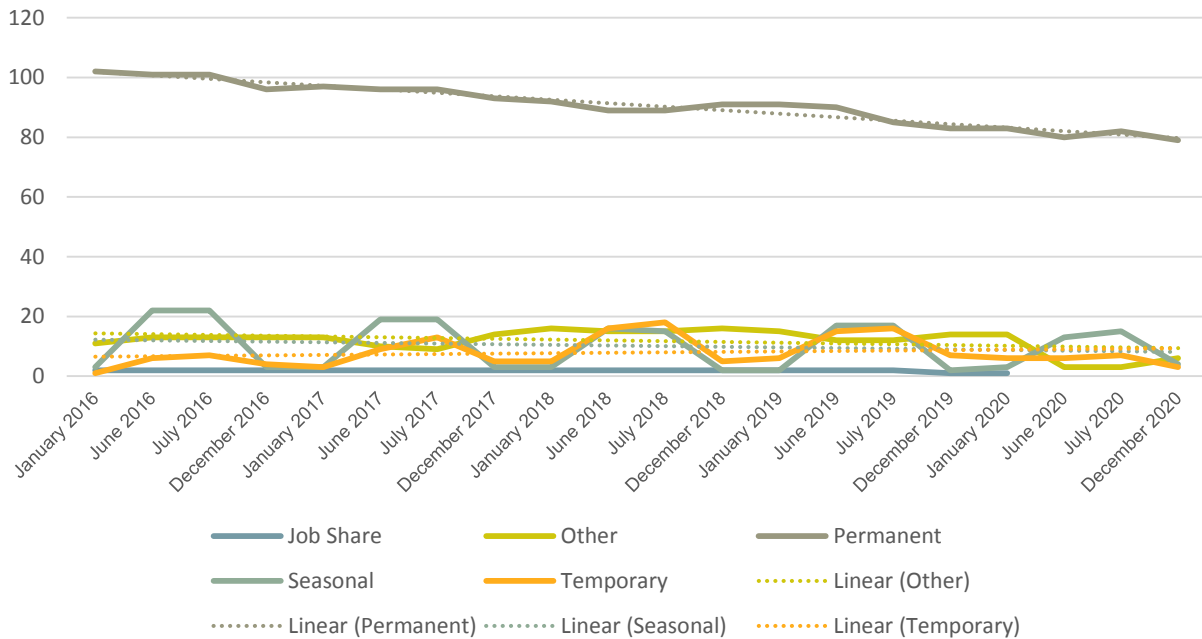
Chart 6: Persons with a Disability Employment Type - December 2020



Employment Type Trends

Chart 7 below shows the five-year trend occurring for employees who have self-declared as Persons with Disabilities by each employment type of permanent, seasonal, temporary, casual (other), and jobshare.

Chart 7: Persons with Disabilities Employment Type Trend from 2016 to 2020

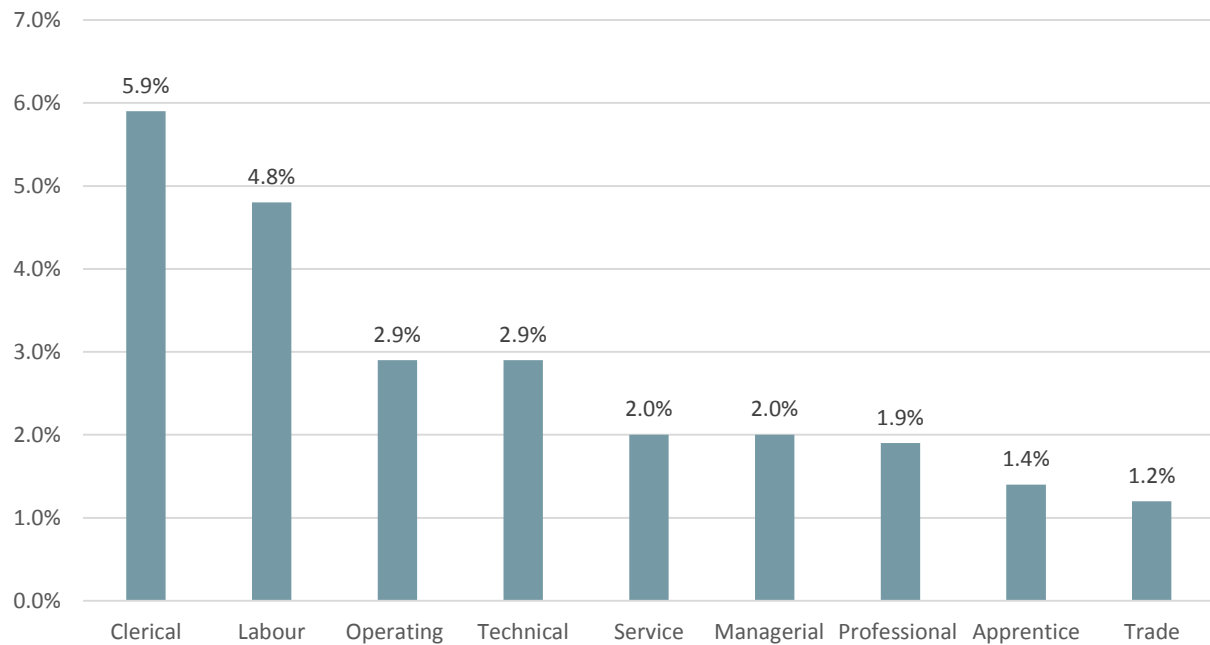


The brown line representing permanent employees who have self-declared as a Person with Disabilities, has seen no change over the last five years. The green line representing seasonal employees and the orange line representing temporary employees do result in seasonal increases in spring/summer hiring. However, the overall trend has not increased over the last five years but has taken an opposite trend in decreasing. More research is required to understand this trend, which will be an action item for the 2021-2023 years.

Occupational Group Distribution

Chart 8 below represents the percentage of Persons with Disabilities who occupy positions within each occupational group. The purpose of this information is to measure representation within occupational groups. The goal is to have representation in all occupational groups. (See Appendix 4 for occupational group definitions).

Chart 8: Persons with Disabilities Representation by Occupational Group - December 2020



Clerical: Employees who self-declared as Persons with Disabilities account for 5.9% in the clerical occupational group.

Labour: Employees who self-declared as a Persons with Disabilities account for 4.8% of employees in the labour occupational group. Many of the employees in this group are employed as Building Custodians.

Trade: This operational group holds the least amount of self-declared Persons with Disabilities at 1.2%.

VISIBLE MINORITY

The performance goal set by City Council for Visible Minority employees is based on the SHRC goal of 16.8%.

CURRENT STATISTICS

Total Workforce

Table 7 shows the employee population for the Visible Minority equity group in July has had a steady increase in employee population over the last five years.

Table 7: Total Visible Minority Employee Population Trend -July 31

Equity Group	July 2016	July 2017	July 2018	July 2019	July 2020	SHRC Goal
Visible Minority	10.4%	10.5%	10.8%	11.3%	12.2%	16.8%

Table 8 below shows the employee population for the Visible Minority equity group in December have remained consistent over the last five years.

Table 8: Total Visible Minority Employee Population Trend - December 31

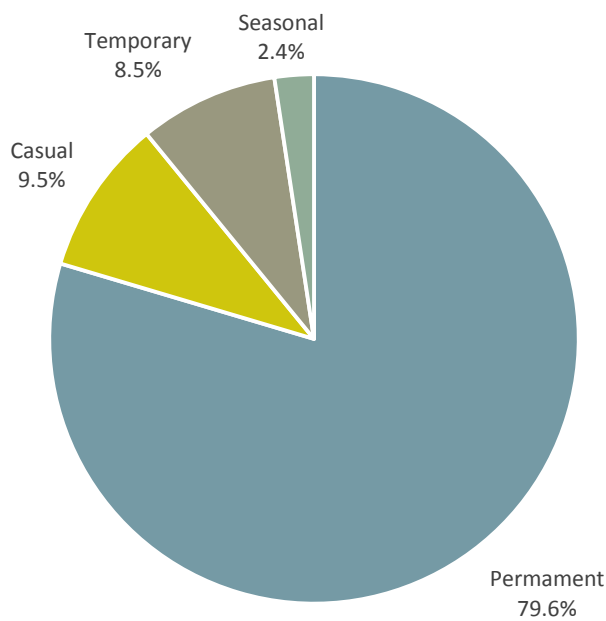
Equity Group	Dec 2016	Dec 2017	Dec 2018	Dec 2019	Dec 2020	SHRC Goals
Visible Minority	10.6%	11.0%	11.7%	11.9%	11.7%	16.8%

Employment Type Distribution

The data below provides a breakdown of Visible Minority employee population in each employment type. Employment type includes permanent, seasonal, temporary, casual (other), and jobshare.

Chart 9 below shows the distribution of the Visible Minority employee population by employment type for December 2020. Currently, 79.6% of employees who self-declared as a Visible Minority are permanent, which is slightly lower to the City's overall average of 82.4%.

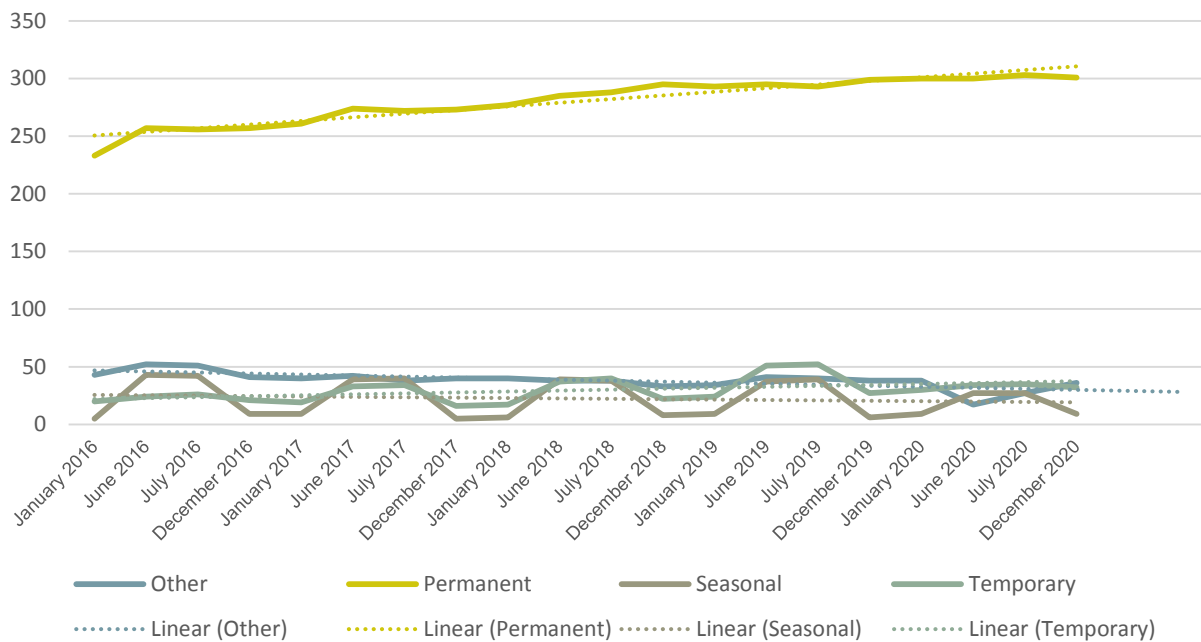
Chart 9: Visible Minority Employment Type - December 2020



Employment Type Trend

Chart 10 below shows a five-year trend occurring for the Visible Minority equity group based on employment type of permanent, seasonal, temporary, casual (other), and jobshare.

Chart 10: Visible Minority Employment Type Trend from 2016 to 2020



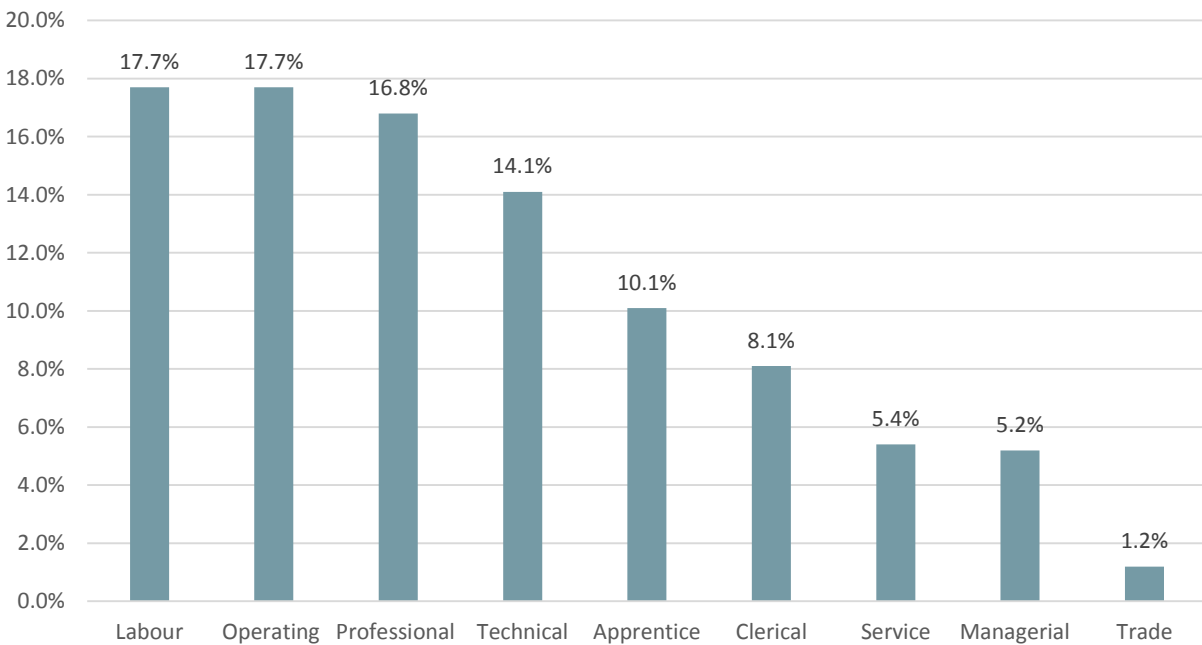
The yellow line shows the permanent employees who self-declared as a Visible Minority over the last five years. The linear trend indicates a positive change based on the last five years for permanent employees.

The brown line representing seasonal employees and green line representing temporary employees fluctuates in the spring/summer of each year. The linear trend line indicates no relative increase overall in this type of employment, which is due to the number of seasonal and temporary jobs hired each year being consistent and the proportion of visible minorities being hired proportionally the same in each year.

Occupational Group Distribution

Chart 11 below represents the percentage of Visible Minority employees who occupy positions within each occupational group. The purpose of this information is to measure representation within occupational groups. The goal is to have representation in all occupational groups. (See Appendix 4 for occupational group definitions).

Chart 11: Visible Minority Employee Representation by Occupational Group - December 2020



Operating/labour: 17.7% of employees in the operating group have self-declared as a Visible Minority.

Professional: 16.8% of employees in the professional occupation group have self-declared as a Visible Minority.

Technical: 14.1% of employees in the technical occupational group have self-declared as a Visible Minority.

Additional identification of barriers in occupational groups such as Service, Managerial and Trade will be key in expanding workforce representation in the organization.

WOMEN IN UNDERREPRESENTED OCCUPATIONS

The performance goal set by City Council for Women in Underrepresented Occupations is based on the SHRC goal. Women are considered underrepresented in occupations if they occupy less than 47% of positions within occupations.

CURRENT STATISTICS

Total Workforce

Table 9 shows the Women employee population in July indicates that there has not been a significant increase in total population over the last five years and a decrease in 2020.

Table 9: Total Women Employee Population Trend - July 31

Equity Group	July 2016	July 2017	July 2018	July 2019	July 2020	SHRC Goal
Women	38.5%	37.5%	37.3%	35.7%	33.6%	47.0%

Table 10 shows the Women employee population in December indicates that there has not been a significant increase in total population as well over the last five years and a decrease in 2020.

Table 10: Total Women Employee Population Trend - December 31

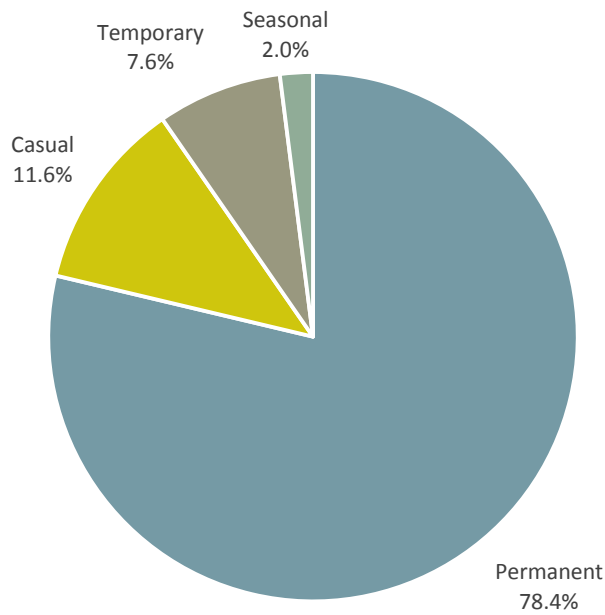
Equity Group	Dec 2016	Dec 2017	Dec 2018	Dec 2019	Dec 2020	SHRC Goal
Women	38.0%	37.0%	36.5%	35.7%	31.8%	47.0%

Employment Type Distribution

The information below provides a breakdown of women representation by each employment type. Employment type includes permanent, seasonal, temporary, casual (other), and jobshare.

Chart 12 displays the distribution of Women by employment type for December 2020. Currently, 78.4% of employees who self-declared as Women are permanent. This is lower than the City's overall average of 82.4%.

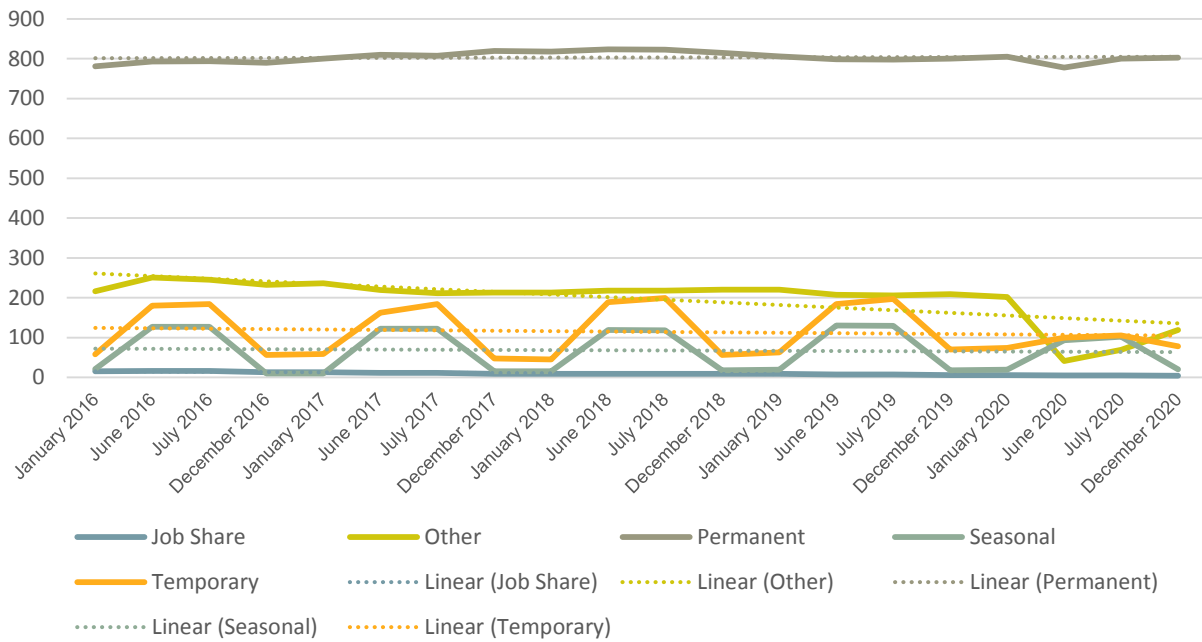
Chart 12: Women Employment Type - December 2020



Employment Type Trends

Chart 13 below show the five-year trend occurring for women employees based on employment type of permanent, seasonal, temporary, casual (other), and jobshare.

Chart 13: Women Employment Type Trend from 2016 to 2020



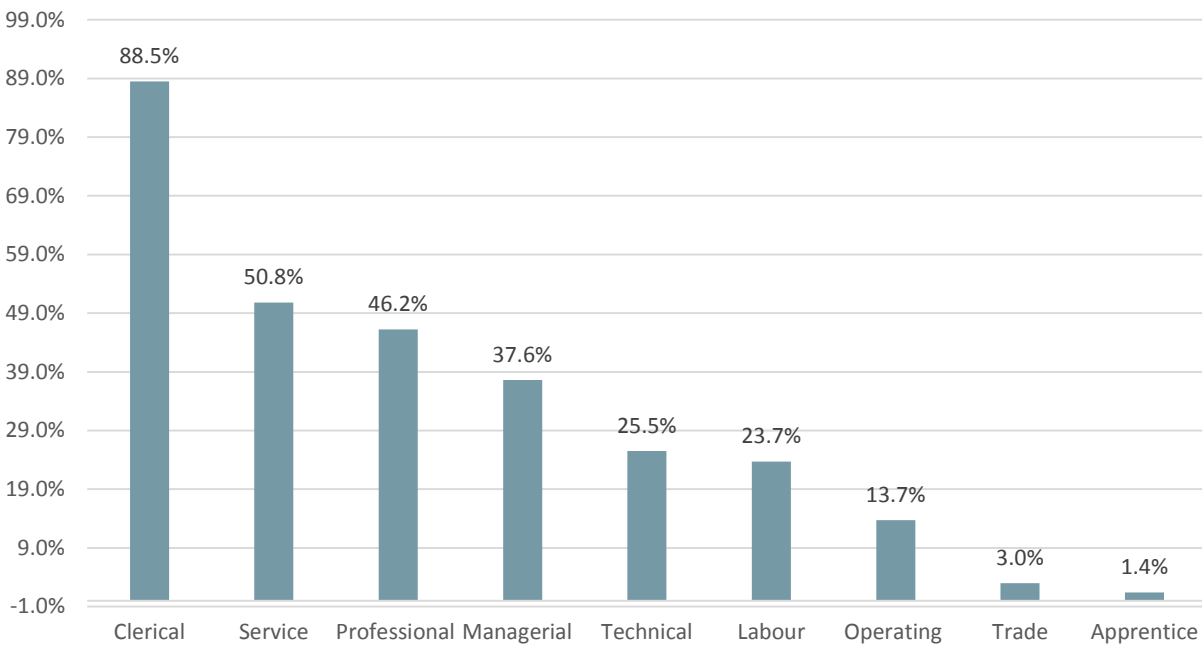
The brown line representing permanent employees who are women indicates a consistent level over the last five years.

The green line representing seasonal employees and the orange line representing temporary employees fluctuates each year in spring and summer months. However, the linear trend line indicates a consistent level of seasonal employees who are women over the last five years. The yellow line shows a decrease in Other (Casual) positions in 2020, which can be linked to the reduction of staff hired in 2020 due to COVID-19.

Occupational Group Distribution

Chart 14 below represents the percentage of women who occupy positions within each occupational group. The purpose of this information is to measure representation within occupational groups. Women are considered underrepresented in occupations if they occupy less than 47% of positions within occupations. (See Appendix 4 for occupational group definitions).

Chart 14: Women Employee Representation by Occupational Group - December 2020



Occupations with less than 47% representation of women include: professional (46.2%), managerial (37.6%), technical (25.5%), labour (23.7%), operating (13.7%), trade (3.0%) and apprentice (1.4%).

A focused approach similar to the what the SFD strategized in 2018-2020 may be helpful to increase the sourcing of women in apprenticeship and trades.

SASKTOON FIRE DEPARTMENT (SFD)

The SFD shares the City's Strategic Goals, including a commitment to a culture of continuous improvement – having a workforce representative of the local population; offering services aligned with citizens' needs; and for SFD members to be engaged, healthy and safe. SFD acknowledges the gaps through their workforce demographics and is committed to the dedication it may take to shift and make progress. The following is a measure of the equity statistic specific to the SFD.

Table 11 shows the SFD employee population by equity group.

Table 11: Total Employee Population by Equity Group for Saskatoon Fire Department - December 31, 2020

Equity Group	Saskatoon Fire	SHRC Goals
Indigenous	5.1%	14.0%
Visible Minority	2.4%	16.8%
Persons with a Disability	0%	22.2%
Women	10.8%	47.0%

CONCLUSION

The 2018–2020 Diversity and Inclusion strategy provided a base framework towards the City's goal of recruiting and retaining a workforce reflective of the residents of Saskatoon. The focused Benchmark Action items themed by GDEIB gave the City a heightened opportunity to partner with the City's leadership, unions, and stakeholders to support our goal. However, more work will need to be done to recruit and retain a representative workforce. While there has been consistent growth in the recruitment and retention of Visibility Minority employees, there is low or no growth in the other three equity groups.

To continue this journey, in 2021-2023, the City plans to use the REDI Stewardship Committee to strategize action items to address reconciliation, eliminating systemic racism and create an inclusive, equitable, and diverse organization. Additionally, the REDI Stewardship Committee will provide leadership in the community by activating, championing, and aligning activities and resources to best support the commitments. With the addition of a new Organizational Development Department in HR, there now is added capacity for the development of a revised Diversity, Equity and Inclusion strategy being aware of the challenges to date. This new strategy will be in support of the priorities set out by the REDI Stewardship Committee and data analysis via Fusion. In this new strategy, there will be a revised self-declaration process which will have a focus to increase the psychological safety of individuals who choose to self-declare. The addition of the temporary Indigenous Employment Coordinator role, which has been revamped and transitioned into the Human Resources Division, will have the ability to better align the work with the overall diversity, recruitment, and retention strategies. Lastly there will be a focus of an inclusion competency in design of the Leadership Development Framework. This is important because inclusive leadership can be a foundation to make a significant impact in all GDEIB categories as decision makers and culture influencers.

APPENDIX 1: DEFINITIONS OF DIVERSITY AND INCLUSION

“Diversity refers to the variety of differences and similarities/dimensions among people, such as gender, race/ethnicity, tribal/indigenous origins, age, culture, generation, religion, class/caste, language, education, geography, nationality, disability, sexual orientation, work style, work experience, job role and function, thinking style, and personality type.

Inclusion refers to how diversity is leveraged to create a fair, equitable, healthy and high-performing organization or community where all individuals are respected, feel engaged and motivated, and their contributions toward meeting organizational and societal goals are valued.” (O'Mara & Richter, 2011)

APPENDIX 2: DEFINITIONS OF EQUITY GROUPS

Indigenous

Indigenous people are those who identify themselves as First Nations, Métis, or Inuit.

Persons with Disabilities

Persons with disabilities are persons who have a disability within the meaning of section 2(1) (d.1) of [The Saskatchewan Human Rights Code](#).

In addition, for the purposes of employment equity plans, persons with disabilities:

- have persistent physical, intellectual, mental, psychiatric, sensory, or learning conditions that
 - require a technical device and/or personal support or service which enables such persons to perform the essential functions of a job; and/or
 - require some form of accommodation such as extra rest breaks, or time off/leave to obtain treatment as necessary, or modifications to job responsibility, job site, or work hours;
- consider themselves, and believe an employer or a potential employer would consider them disadvantaged in finding, retaining or advancing in employment because of that condition.

Visible Minority

Persons, other than Aboriginal peoples, who are people of colour.

Women in Underrepresented Occupations

Women shall be considered underrepresented in occupations within an employer's labour force if women occupy less than 47 percent of positions in those occupations.

(Saskatchewan Human Rights Commission, 2015)

APPENDIX 3: OUR LARGER ROLE AS AN EQUITY PARTNER WITH THE SHRC

Best practices in diversity and inclusion move away from only measuring and reporting on the legislated requirements on representation in the workforce and have diversity and inclusion encompassed in all aspects of business. It is more than just diversity and inclusion quota setting but also includes comprehensive plans to create a workplace that is respectful and inclusive to all employees.

Our commitment as an equity partner with the SHRC further supports this practice. Under the SHRC equity partner agreement, we are committed to eliminating employment barriers for the four equity groups, as well as committed to the following principles and objectives found in the SHRC Policy on Equity Programs:

1. *To support the fundamental objectives set out in section 3 of The Saskatchewan Human Rights Code; that is,*
 - (a) *to promote recognition of the inherent dignity and the equal inalienable rights of all members of the human family; and*
 - (b) *to further public policy in Saskatchewan that every person is free and equal in dignity and rights and to discourage and eliminate discrimination.*
2. *To support the principle that cultural diversity is a fundamental human value.*
3. *To support the principle of equality of opportunity.*
4. *To foster the full potential of all individuals and promote their contribution to the creation of a prosperous, harmonious and inclusive society.*
5. *To improve opportunities for equity groups in the areas of employment, education, accommodation or public services.*
6. *To recognize the reality that individuals may experience disadvantage because of more than one prohibited ground of discrimination. Further, to consider whether additional measures are advisable where individuals face multiple barriers because they belong to more than one of the four original equity groups: Aboriginal people, people with disabilities, visible minorities and women in underrepresented occupations.*
7. *To support the establishment of links and partnerships between equity initiatives in employment, education and public services.*

(Saskatchewan Human Rights Commission, 2015)

APPENDIX 4: OCCUPATIONAL GROUP DEFINITIONS

Apprentice – Apprentice Mechanic, Body Repairman, Powerline Technician, Power Electrician

Clerical – Clerk, Clerk-Steno, Secretary, Legal Secretary, Accounting Clerk, Buyer, Benefits Clerk, Customer Service Representative, Customer Service Cashier, Remittance Clerk, Credit and Collections Representative, Scheduling and Booking Clerk, Time Clerk

Labour – Building Custodian, Event Services Custodian, Meter Reader, Labourer, Building Attendant

Managerial – Manager positions, Facilities Superintendent, Sr. Planner, Parks Superintendent, HR Consultant, Operations Superintendent

Operating – Building Operator, Resident Building Operator, Coliseum Operator, Pool Technician, Facilities Utilityperson, Parks Technician, Equipment Operator, Utility, Transit Operator

Professional – Solicitor, Archivist, Research Coordinator, Systems Analyst, Accountant, Financial analyst, Budget and Financial Service Coordinator, Property Coordinator, Sr. Planner, Planner, Building Code Engineer, Community Consultant, Recreation Site Administrator, Accounting Coordinator, Traffic Engineer, Health and Safety Superintendent, Communications Consultant, Project Engineer

Service – Event Attendant, Guest Services Attendant, Client Service Services Attendant, Recreation Program Leader, Recreation Technician, Parts/Storesman, Environmental Coordinator, Aquatic Technician

Technical – Programmer Analyst, Preparator Assistant, Assessment Appraiser, Drafting Technologist, Trainer, Building Inspector, Electronic Communications Technician, Zookeeper, Bylaw Inspector, Park Technician, GIS Technologist, Engineering Technologist, Laboratory Technologist

Trade – Plumber, Electrician, Carpenter, Painter, Mechanic, Machinist, Welder, Body Repairman, Golf Course Equipment Service Technician, Power Electrician, Powerline Technician

** Due to the vast number of job titles, the above is not a comprehensive list.*

REFERENCES

O'Mara, J., & Richter, A. (2016). *Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World*. 95 Expert Panelists, Julie O'Mara and Alan Richter.

Saskatchewan Human Rights Commission. (2015). *Policy on Equity Programs*. Retrieved August 25, 2015, from Saskatchewan Human Rights Commission:
<http://saskatchewanhumanrights.ca/equity-site/policy-on-equity-programs>

Prepared by the Human Resources Division

