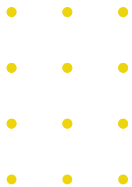




Narrative Report

CHECKLIST & BEST PRACTICES GUIDE



April 2024

Prepared by

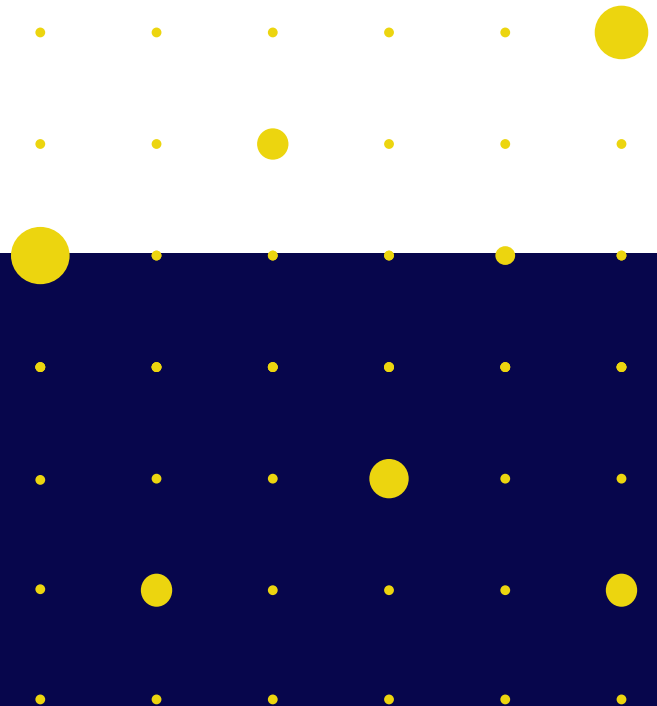


What is the Narrative Report Checklist and Best Practices Guide?

The Legislated Employment Equity Program (LEEP) requires federally regulated employers with 100 or more employees to report specific equity-related data each year. The reporting process includes a Narrative Report in which employers describe measures they are taking to enhance equity in their workplaces, as well as any results that are linked to those measures.

What counts as a measure, and what counts as a result that should be included in the Narrative Report? This checklist is designed to answer those questions by providing examples of equity measures and results that fit into each category of the Narrative Report. You can use the checklist

feature to keep track of the measures your company has implemented, so when it comes time to complete the Narrative Report each year, you know exactly what to include, and what measures could be tried in future years.

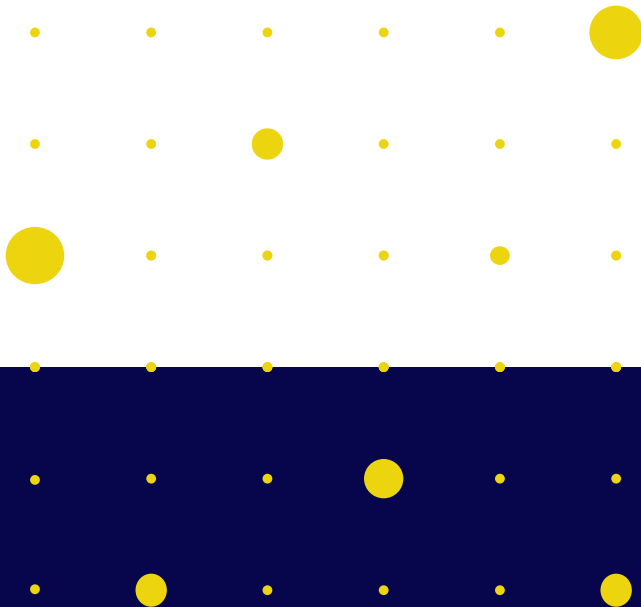


Who Should Contribute to the Narrative Report?

The Narrative Report is more than a box-ticking activity to ensure compliance with LEEP. It is an opportunity to evaluate and improve your company's equity strategy, which has the potential to improve recruitment, retention, and productivity.

The person or person(s) responsible for equity reporting at your company should complete the Narrative Report, but collecting information for the report will likely be a joint effort involving multiple teams or departments. Understanding the results of measures implemented during the reporting year will require discussion with managers and your HR team, as well as input from leadership and the company's diversity, equity inclusion officer or committee. You should

also plan formal or informal consultations with members of equity groups designated under LEEP (women, Indigenous people, visible minorities, and people with disabilities). By involving different parties in the reporting process, you guard against information gaps and position your company to submit a thorough and accurate report. You will also improve your ability to integrate LEEP reporting requirements into your company's broader equity initiatives.



What Do Measures and Results Really Mean?

A **measure** is an action or activity that your organization performed in the last reporting year to:

- a. Remove employment barriers for current and future employees, OR
- b. Address the under-representation of designated groups.

Use as many specifics as possible to describe actions and activities your company completed in the reporting year. Anyone reading the report should be able to understand what the measure entailed.

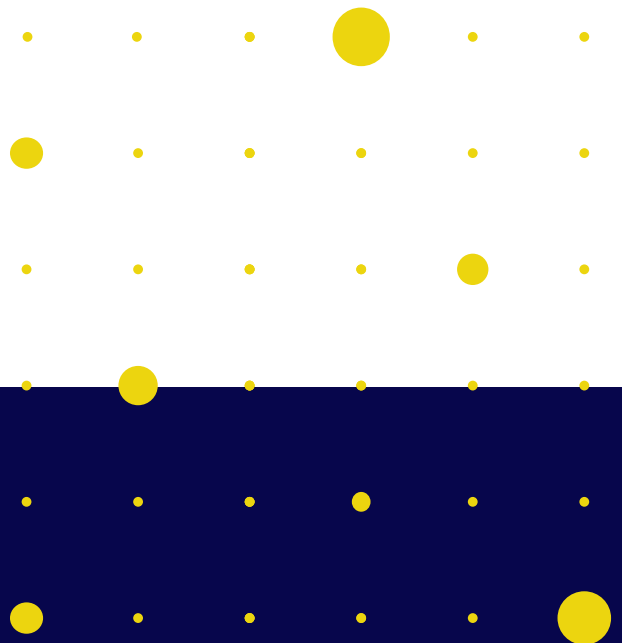
A **result** is an outcome of the action(s) or activities included in your measure. It may be directly or indirectly traceable to the measure. In the results section of your Narrative Report, you need to describe:

- a. Tangible outcomes that can be traced to the measure; and
- b. The impact of the measure on designated equity groups.

Whenever possible, include quantitative measures to show impact. If it is not possible to track quantitative results from the measure, include a qualitative description of any outcomes that are traceable to the measure.

Note the results of a measure may not be what you expected, and it may take more than one year to see the full effects of a new measure. Be honest about ambivalent or unexpected results in your Narrative Report. Accurate reporting will put you in a better position to adjust equity measures and maximize impact in the future.

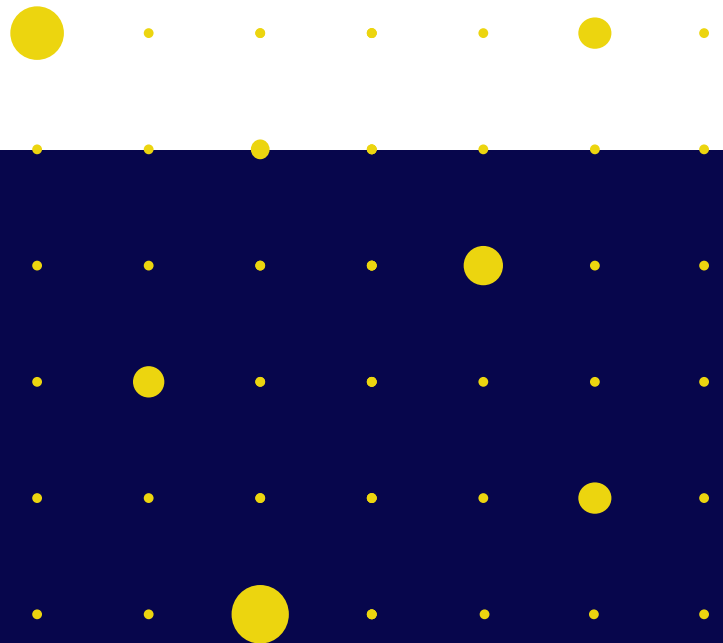
This Narrative Report checklist includes examples of positive, negative, and neutral qualitative and quantitative results. The examples will give you some ideas about what to look for and how to describe the effects of new measures in your report.



What if My Company Hasn't Implemented These Example Measures?

If your company is just starting out with diversity, equity, inclusion, you may not have very many measures to include in your Narrative Report. For suggested introductory measures, see the "Don't Know Where to Start?" section at the bottom of each category in the checklist.

Alternatively, you may have implemented equity measures beyond those we included in this list. Make sure to describe all the measures you have taken in your report. The checklist is meant to provide guidance, but it shouldn't discourage you from exploring other possible measures.



What if We've Implemented Measures but Can't Identify Outcomes?

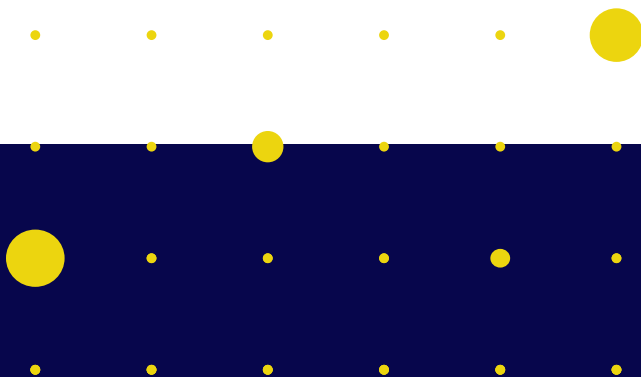
Many of the example results in the checklist depend on accurate tracking of designated group data. Employers under LEEP must track and report several key data points relating to the employment status of designated group employees, including the number of new hires within each designated group, the number of employees from designated equity groups who received promotions, and the number of terminations and resignations in each designated equity group.

In the Narrative Report, you need to explain how actions and initiatives your company has undertaken relate to changes or trends in your equity group employment data. Note that the WEIMS portal will automatically flag any significant changes that need to be explained in your Narrative Report. In addition, you can generate variance reports using the Analytical Tools section of WEIMS to identify trends and better understand your employment equity data.

If your company has implemented measures but hasn't been able to identify meaningful results or outcomes of the measures using your

employment equity data alone, you may need to explore additional ways of filling information gaps, such as 1:1 meetings with employees or whole-team discussions. For the next reporting period, consider implementing the following practices so that you can better evaluate the results of new measures:

- Regular employee engagement surveys;
- Diversity, equity, and inclusion pulse surveys;
- Mechanism for employees to provide anonymous feedback on new or ongoing initiatives.



What if We've Implemented Measures but Haven't Seen the Desired Results?

It may take time to see the results you're looking for after implementing a new measure. Sometimes, desired results don't materialize at all. Improving workplace equity is an ongoing process, and you might not get it right every time. Pay close attention to the effects of new measures and seek employee feedback. Don't be afraid to modify measures that aren't producing the intended results.

If the results of a new measure are unclear in the first year, consider describing the impact you hope the measure will have, and the timeline

you have set to evaluate its effectiveness. You can also describe steps you're taking to modify the measure.

Category 1, Equity Environment: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Implementing regular diversity and inclusion audits to assess the organization's progress in creating an equitable and inclusive workplace environment.

Employees can see that the organization is taking steps to become more inclusive, which helps create community and improves retention among employees from designated equity groups.

Diversity, equity, and inclusion surveys that gather employees' thoughts to inform DEI initiatives.

Company has a better understanding of the effects of current measures and gaps that still need to be addressed. Survey results are being used to refine equity initiatives for the coming year.

Establishing diversity and inclusion metrics and goals to track progress and increase accountability.

New metrics and goals are supporting more accurate reporting and clarifying immediate priorities for the future.

Category 1, Equity Environment: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Establishing clear channels for communication and feedback on diversity, equity, and inclusion initiatives, with opportunities for employees to participate in decision-making processes and provide input.

Employees are more involved and invested in DEI initiatives. Initiatives are more specific and relevant because of their input.

Providing access to affinity spaces, online community groups, or safe spaces for employees from designated groups to share experiences, build community, and advocate for their needs within the organization.

Employee engagement surveys show a strengthened sense of belonging among employees who participate in company affinity spaces. Almost all affinity group participants belong to a designated equity group.

Ensuring that workplace facilities and amenities are accessible and inclusive for employees from diverse backgrounds, including individuals with disabilities.

While we haven't seen results from this measure yet, we hope it will allow us to hire more staff with mobility challenges because they can now successfully navigate the warehouse.

Company HR policies have been updated to establish clear expectations for behavior and conduct in the workplace, with zero tolerance for discrimination, harassment, or other forms of bias.

Reports of harassment are down [x%] since implementing our zero tolerance policy.

Establishing partnerships with community organizations and advocacy groups to collaborate on diversity, equity, and inclusion initiatives and leverage external expertise.

An indigenous consulting firm was engaged to provide cultural insights to better celebrate Indigenous culture. This measure will help our Indigenous employees feel more included and supported.

Developed DEI lens to apply to hiring and other decision-making processes, with efforts to ensure diverse representation on leadership teams and boards.

During this reporting year, a search was launched to replace an outgoing director. We applied our newly developed DEI lens to the recruitment process and ultimately selected a candidate who identifies as a visible minority. As a result of this hire, representation of visible minorities on our leadership team has increased from 8% to 15%.

Category 1, Equity Environment: Examples of Measures & Results

TYPE OF MEASURE

Establishing clear pathways for employees to raise concerns or complaints about discrimination, bias, or inequity within the organization, with protections against retaliation.

EXAMPLE OF AN ASSOCIATED RESULT

We received three complaints through this system in the last year, which alerted us to inequities in the promotion process. After further investigation, these inequities were addressed by modifying the promotion criteria so that all employees are treated fairly during the promotion process.

Don't Know Where to Start?

Don't know where to start when it comes to improving the equity environment at your company? Consider these first steps to developing an equitable and inclusive work environment:

- **Assessing the Current State:** To lay the groundwork for meaningful equity measures, you need to know where you're starting from. Consider implementing an anonymous survey or getting your diversity, equity, and inclusion committee (or an external consultant) to perform an equity audit. This will help you identify and prioritize gaps in your current approach. For more information check out Trucking HR Canada's resource on Assessing your Current State.
- **Building from the Bottom Up:** It takes time and effort to develop an equity strategy that works. Every company has to start somewhere, and one way to make sure you're headed in the right direction is to build the measures from the bottom up. Seek employee input, especially from diverse groups. This will help ensure any measures you implement are targeted and relevant to the specifics of your company.
- **Lean on the Experts:** Design and implement equity measures with confidence by partnering with subject matter experts. There are many consulting firms and non-profits in the DEI space who can help you build an effective equity strategy. Trucking HR Canada offers free resources designed to help trucking and logistics companies improve diversity, equity, and inclusion. Check out THRC's HR Resource Library here.

Category 2, Promotion: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Conducting reviews of promotion data to determine gaps in the promotion pipeline when it comes to designated groups.

While we have not seen any results from this measure yet, we are hoping this information will benefit designated groups because it helps our organization target areas of the organization that are inequitable.

Performing an equity analysis on promotion evaluation criteria to identify and address hidden biases.

We realized through the equity analysis that our criteria of measuring hours worked for promotion purposes is biased against employees who are the primary caretakers of children. We removed this criterion, which helped improve parents' eligibility for promotions. Over time, we expect this measure to improve women's career trajectories at the company, since many of the women who work for us are primary caregivers.

Nominating members of designated groups for promotions.

By nominating 5 members of designated groups for promotions over the last year, we were able to increase representation at the management level by 10%.

Including members of designated groups on promotion committees.

While we have not seen results from this measure yet, we hope that including diverse perspectives on promotion committees will improve promotion outcomes for employees from designated equity groups.

Allowing members of designated groups to apply for a promotion first before it is opened to the broader organization or public, so that they are encouraged to apply.

We have found that this measure has not impacted the likelihood of members of designated groups being promoted, so we will be evaluating this measure for next year to determine next steps.

Creating a succession plan that prioritizes or involves designated equity groups.

While quantitative benefits of this measure will likely come in time, the most immediate result is to show employees from designated equity groups that they are valued and that the company is investing in their career development.

Category 2, Promotion: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Establishing career paths for members of designated equity groups.

While quantitative benefits of this measure will likely come in time, the most immediate result of this measure is to show employees from designated groups that there is room for growth within the company.

Assessing promotion evaluation criteria to remove any criteria that may introduce bias against a certain group or groups.

For certain roles, we had an English fluency criterion, even though English fluency didn't impact success on the job. Within a year of removing this criterion from the evaluation process, we promoted 5% more English as a second language speakers into this role.

Assigning members of designated equity groups to high visibility projects to increase their likelihood of a promotion.

One of our Indigenous employees was recently promoted, in part because of his critical contributions to a high stakes project at the company. The decision to assign the employee to this project was informed by our equity strategy.

Offering tuition reimbursement to employees from designated groups so that they can get the skills they need to qualify for specific roles.

We put 10 of our female employees through a leadership development program at x university a few years ago. This year, two of them were promoted into a leadership role. The skills they gained through the leadership program were a key factor in their respective promotions.

Creating objective promotion evaluation criteria that accurately measures success on the job.

We engaged a consultant to assess and update our promotional criteria so that they better predict success on the job. The number of promotions for visible minority employees has increased by 10% since the new criteria were put in place.

Creation of a promotion policy that outlines the organization's commitment to ensuring the promotion process is fair.

This measure addresses feedback we gathered through exit interviews that indicated our previous promotion process was viewed as unfair. We took this feedback seriously and revamped the process, which is now documented in a formal promotion policy. Communication efforts are underway to dispel myths (ie: "reverse racism") and raise awareness about the new policy. In time, we believe the new policy will improve promotion prospects for employees from designated groups and increase job satisfaction among all employees.

Don't Know Where to Start?

Don't know where to start in implementing more equity measures for promotions? Consider these first steps to developing an equitable and inclusive work environment:

- **Creating a Promotion Policy:** You can demonstrate your commitment to equitable promotions by creating a formal promotion policy. This policy should showcase commitments the company is making to ensure the promotion process is fair. It should also outline how the policy is applied. Check out this promotion policy resource for more ideas.
- **Developing Promotion Criteria:** Promotions shouldn't be made on "gut feelings". Candidates should be evaluated against objective criteria that predict success in the role. Otherwise, promotion decisions may be unknowingly biased against certain individuals or groups. Having an objective way to mitigate bias in the promotion process is an important step in improving workplace equity. The Labour Program developed a how-to guide for improving workplace equity, which includes evidence-based actions to improve your promotion process. You can access the guide here.

Category 3, Reasonable Accommodation: Examples of Measures & Results

TYPE OF MEASURE

Providing assistive technologies, such as screen readers or voice recognition software, for employees with visual impairments.

Providing sign language interpreters for deaf or hard-of-hearing employees during meetings and training sessions.

Providing alternative formats for written materials, such as braille or large print, for employees with visual impairments.

EXAMPLE OF AN ASSOCIATED RESULT

While we have not seen any results from this measure yet, we are hoping that providing assistive technologies will increase productivity for employees with visual impairments and allow us to hire more employees with visual impairments.

Meeting attendance increased by 36% among employees with disabilities after providing sign language services for company-wide town hall meetings.

Employees with visual impairments saved 8% of their weekly hours once we offered handouts in larger font, because they then didn't have to go change the font themselves every time.

Category 3, Reasonable Accommodation: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Providing captioning services for employees with hearing impairments during company videos or webinars.

The employee who requested this accommodation stayed in her role. This benefited the employee, but also benefited the company, since the employee is a valued team member and very effective in her role.

Offering language support services or translation assistance for employees with limited proficiency in the primary language used in the workplace.

We were able to hire eight immigrants who were new to Canada, who spoke English as a second language.

Providing remote work options for those who have mobility issues.

Once we started advertising our remote work options, we received many more applicants who self-identified as people with disabilities.

Offering extra personal time off, specifically for medical appointments.

Employees, especially those with specific medical conditions and disabilities, can maintain their health and wellbeing, which helps prevent worsening health conditions and improves their overall health. It also benefits the company by improving productivity.

Modifying job duties or providing job restructuring for employees with physical limitations.

Three employees with chronic health conditions were able to continue to perform their jobs instead of going on long term disability. This was a desirable arrangement for the employees, and also benefited the company, since we did not have to recruit new employees or redistribute the employees' tasks.

Offering additional break time or rest periods for employees with chronic health conditions or disabilities.

Five employees who received this accommodation increased their productivity by an average of 15% even with the increased breaks.

Offering job-sharing or part-time work options to accommodate employees with disabilities who may not be able to work full-time hours.

We hired two new employees with disabilities into part-time roles. As the company has grown, it has been difficult to keep up with hiring needs. Expanding our reach to new talent pools and knowing that we can provide appropriate accommodations to candidates with disabilities has helped us meet this challenge.

Category 3, Reasonable Accommodation: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Providing flexibility in work schedules to accommodate cultural ceremonies or community events.

Indigenous employees were able to participate more fully in their culture.

Implementing flexible work arrangements, such as remote work options or extended leave, to accommodate employees who live in remote or rural communities.

We were able to hire three new Indigenous employees who live in remote/rural communities by allowing them to work remotely and providing them with the necessary equipment to work from their homes.

Providing remote work options for parents.

Two of our female employees who recently had children were able to return to their full-time jobs while managing caregiving responsibilities. This will positively impact their career trajectories at the company, and it benefits the company because we do not have to recruit and train new employees to cover extended parental leaves.

Providing flexible scheduling arrangements for childcare.

Three of our employees with young children were able to balance child drop-up/pick-up and their job duties, so they can continue to work full-time. This is a desirable arrangement for the employees and streamline their career growth at the company. It also benefits the company because we did not have to hire and train new employees or redistribute tasks.

Providing access to parental leave benefits, such as employment insurance top-ups, access to benefits, etc.

Three employees were able to keep their jobs while taking extended leaves to care for newborns.

Offering adjustable desks or chairs to accommodate employees with mobility limitations.

Our ergonomic workspace set up allows employees to work more comfortably, enhancing their job satisfaction and improving productivity. New ergonomic office chairs earned a 90% approval rating in our latest employee engagement survey.

Category 3, Reasonable Accommodation: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Ensuring that company events and meetings are scheduled at times that accommodate employees' caregiving responsibilities, such as avoiding late evenings or weekends.

Employees with commitments outside of work hours no longer miss out on meetings or social opportunities, which allows them to be in the loop and more connected to the team.

Providing accessible parking spaces and facilities for employees with mobility impairments.

Employees with limited mobility have smoother workdays and reduced stress.

Allowing service animals in the workplace for employees with disabilities that require assistance.

While we have not seen any results from this measure yet, we hope that this will encourage candidates with service animals to apply.

Providing quiet or low-stimulation workspaces for employees with sensory sensitivities.

Employees with sensory sensitivities are more satisfied with their jobs because they are less overwhelmed or anxious with our new quiet rooms that we implemented. Their productivity has increased as well.

Providing assistance with physical tasks, such as lifting or carrying, for employees with mobility limitations.

Employees with limited mobility can continue to successfully perform in their roles. Feedback from 1:1 meetings with employees indicates that they have higher job satisfaction and experience less stress about being able to complete physical tasks.

Offering mental health accommodation, such as flexible work hours or reduced workload, for employees experiencing mental health challenges.

While we have not seen any results from this measure yet, we hope that this measure will help employees manage stress and other mental health challenges.

Offering culturally appropriate counseling or support services for Indigenous employees dealing with historical and generational trauma.

Our Indigenous employees requested this service in the previous calendar year. Uptake among this employee group has been strong. Over the long term, we hope this service will increase Indigenous employees' sense of belonging at our company.

Category 3, Reasonable Accommodation: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Providing culturally diverse food options in workplace cafeterias or during company events to accommodate various dietary restrictions that depend on religion or culture.

Now all employees can participate in company celebrations that involve food and feel confident their dietary needs will be accommodated.

Offering flexible work arrangements, such as staggered work hours or telecommuting options, to accommodate cultural and religious observance.

Employees who practice Islam can now fully participate in their religion because they are allowed to take specific times off in the day for prayer without repercussion.

Creating a designated prayer room.

We are still collecting data to determine the results of this measure. We hope this measure will increase religious employees' sense of belonging in the company.

Providing childcare subsidies.

We have increased the number of women hired by 22% because we've made it more affordable to return to the workforce after having children.

Opening a daycare onsite.

Employees on parental leave or who have left work to take care of their children have been able to return to work more quickly because they can drop their children off at daycare onsite.

Offering accommodations for menstrual health needs, such as providing access to sanitary products, or private restroom facilities.

Our menstruating employees have access to free and hygienic products to manage menstruation without shame or inconvenience at work.

Offering accommodations for employees experiencing reproductive health issues, such as access to flexible scheduling or additional time off for medical appointments.

This measure has had the opposite result from what we intended, as there has been backlash around giving women "preferential treatment" so now our female employees are less likely to take time off for reproductive health issues. We are working on a solution to this challenge.

Category 3, Reasonable Accommodation: Examples of Measures & Results

TYPE OF MEASURE

Ensuring that company policies and practices are inclusive and considerate of cultural differences, such as recognizing diverse holidays and observances.

EXAMPLE OF AN ASSOCIATED RESULT

All religious employees can fully participate in their religion because they are allowed to take their own religion's holidays in lieu of Christian holidays.

Don't Know Where to Start?

Don't know where to start in implementing more equity measures for reasonable accommodations? Consider these first steps to developing an equitable and inclusive work environment:

- **Creating a Supportive Environment for Disclosure:** It is important to make your workplace as accessible as it can be, but you can't accommodate disabilities you are unaware of. To enhance equity for employees with disabilities, you need to create an environment where employees feel comfortable disclosing their need for an accommodation. Check out this resource on how to create a work environment that encourages disclosure.
- **Learn How to Have the Conversation:** Some accommodations need to be managed on a case-by-case basis. Managers need to be equipped to lead an accommodation conversation. For more information, check out our Manager's Tool for Having Accommodation Discussions.
- **What is an Accommodation, Really?** It's not up to the employee to have all the answers on what type of accommodation will work for them. Deciding on an accommodation is a collaborative journey, where the responsibility to determine the accommodation is shared by the manager and the employee. This resource on examples of accommodations may help to facilitate that exploration.

Category 4, Recruitment: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Partnering with community organizations that serve designated groups to source candidates and promote job opportunities.

We have hired our first Indigenous employee thanks to an Indigenous organization partnership we implemented.

Attending job fairs and events specifically targeting designated groups to connect with potential candidates.

After attending a women in trucking job fair, we received 3x more female applicants for our driving program, and ended up hiring a woman to fill the position.

Conducting outreach to educational institutions with diverse student populations to recruit talent.

After posting an opening for a co-op placement at McGill university, one of the most diverse universities in the world, over half of the applicants were visible minority international students. Ultimately, we hired a student who is a visible minority.

Creating targeted recruitment campaigns to attract candidates from specific demographic groups.

After implementing a campaign specifically to target women for our driving roles, we received 15% more women applicants.

Conducting focus groups or surveys to gather feedback from candidates from designated groups about their recruitment experiences and identify areas for improvement.

After the focus groups were conducted, we realized that we weren't offering accommodations in the interview process. For example, neurodiverse employees reported struggling with the allotted time for testing. We implemented a flexible test time policy for the hiring process, which has allowed us to hire three more neurodiverse employees in the last year.

Ensuring that job advertisements are posted on platforms and forums frequented by diverse candidates.

This year, we posted all our non-driving openings on Mogul, a diverse recruitment platform targeted for women job seekers. We were able to increase the number of women employed across our organization to 35%.

Category 4, Recruitment: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Ensuring that all recruitment materials and processes are accessible to candidates with disabilities, including online applications and assessments.

Last year, we decided to offer typing support during talent assessments for candidates who needed it, if typing was not a requirement of the role. Because of this measure, we were able to assess and interview a candidate who had a chronic pain disability that made typing difficult.

Implementing strategies to ensure equitable access to recruitment opportunities for candidates from remote or rural areas.

This year we tried to utilize physical community job boards in remote communities in case qualified applicants didn't have access to online job boards. While we haven't seen any results of this measure yet, we hope that we receive a more diverse candidate pool.

Using diverse interview panels to evaluate candidates and reduce bias in the hiring process.

After ensuring the at least one panel member was from a designated group, we saw an increase in hiring from designated groups by 11%.

Providing accommodations for candidates with disabilities during the recruitment process, such as accessible interview locations or additional time for assessments.

Our headquarters are not very accessible, so last year we decided to move all first-round interviews to be online. We have hired two employees with mobility challenges since this measure was implemented.

Establishing clear criteria and benchmarks for evaluating the effectiveness of recruitment efforts in attracting and hiring candidates from designated groups.

We decided that we wanted to hire more women drivers, and so we started to use targeted recruitment efforts, such as partnering with women in trucking organizations, attending trade shows, and posting on women-dominated job boards. Our goal was to hire 10% more women in the last year, which we successfully achieved.

Creating designated positions.

This year, we decided to make the four roles that we needed to be filled designated positions, which helped with under-representation of designated groups within our organization.

Offering internships or co-op programs targeted at students or individuals from underrepresented backgrounds.

While we offered a co-op program targeted at diverse students, we did not have any diverse students apply, and had to hire a non-designated student for the position.

Category 4, Recruitment: Examples of Measures & Results

TYPE OF MEASURE

Implementing blind resume screening processes to reduce unconscious bias in candidate selection.

EXAMPLE OF AN ASSOCIATED RESULT

We implemented a process to remove the names of applicants from their resumes when scoring their applications, to reduce hiring biases. From this, we interviewed more women and visible minorities, which led to hiring more women and visible minorities.

Implementing skills-based assessments or work sample tasks to evaluate candidates' qualifications and potential, reducing reliance on traditional credentials or experience.

For our administrative positions, we implemented a specific behavioral-based assessment that predicts success on the job. This helped us hire more diverse candidates because we stopped relying on traditional markers of candidacy, such as geographical location or university someone went to.

Don't Know Where to Start?

Don't know where to start in implementing more equity measures for recruitment? Consider these first steps to developing an equitable and inclusive work environment:

- **Attracting Diverse Talent:** To diversify your team, you need to attract diverse talent. Simply identifying as an 'Equal Opportunity Employer' may not have any impact on the composition of your workforce. Ensure job postings strongly encourage diverse applicants, perspectives and approaches and provide evidence that your company supports and promotes diversity.
- **Building Relationships that Count:** In every jurisdiction, there are social service agencies that specialize in helping members of equity-deserving groups gain meaningful employment. Building relationships with these agencies and identifying opportunities for partnerships can be extremely beneficial.
- **Tracking the Data:** To know if your recruitment measures are working, it's important to collect data. Consider asking candidates to fill out a voluntary self-identification form when they apply for job openings at your company.

For more information on how to attract and retain diverse talent, visit our Employer Roadmap resource.

Category 5, Communications: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Providing information and resources in multiple languages to accommodate employees and stakeholders with diverse language backgrounds.

Many of our employees speak Spanish, so this year, we decided to have company-wide emails in both Spanish and English. Not only did this mean that employees that speak Spanish felt more included, but it also meant that they were more likely to read company communications.

Creating a centralized platform or portal for employees to access information, resources, and support related to diversity, equity, and inclusion initiatives.

Making information, resources, and support around DEI has helped designated group employees feel more valued and supported. We have also seen more uptake on our resources and supports for employees now that we have a specific portal they can access it through.

Incorporating diversity and inclusion messaging into all recruitment materials, including job postings, career websites, and promotional materials.

We have seen an increase in the number of diverse applicants over the last year, which has led to hiring 11% more employees from designated equity groups.

Acknowledging and celebrating different cultural holidays in company communications.

Our company's cultural celebrations have a high approval rating in our semi-annual employee engagement surveys. Survey responses indicate that these celebrations are positively impacting job satisfaction and engagement.

Celebrating cultural heritage months, awareness days, and other diversity-related observances through communications and events to promote understanding and appreciation of diverse cultures and identities.

While we have not seen any results from this measure yet, we are hoping that this measure reduces complaints of harassment and microaggressions against visible minorities after creating more communication and improving understanding of cultural differences.

Establishing employee resource groups or affinity networks to facilitate communication and support among employees from designated groups

We have found that employees haven't been using the employee resources groups, so we will be evaluating and potentially modifying this measure.

Category 5, Communications: Examples of Measures & Results

TYPE OF MEASURE

Hosting town hall meetings or forums to provide opportunities for open dialogue and communication between employees and leadership on diversity and inclusion matters.

EXAMPLE OF AN ASSOCIATED RESULT

Designated group employees have been more involved in the decision-making around DEI initiatives, which has led to the implementation of more relevant and specific initiatives, geared to designated groups.

Establishing regular communication channels for employees to provide feedback and suggestions on diversity and inclusion initiatives and policies.

Employees have been able to provide feedback on DEI initiatives, which has led to the organization modifying initiatives to make them more relevant and specific.

Don't Know Where to Start?

Don't know where to start in implementing more equity measures for communications? Consider these first steps to developing an equitable and inclusive work environment:

- **Facilitating an Open Dialogue:** Connection improves employees' sense of belonging and it can enhance workplace equity. Provide employees opportunities to come together and have an open dialogue on diversity and inclusion issues and be sure to take any feedback you receive seriously.
- **Modifying Organization Communications:** There are many available resources that provide guidance on inclusive communication. The government of Canada's explanation is a good place to start.

Category 6, Retention & Termination: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Providing access to resources and support for employees experiencing discrimination, microaggressions, or other barriers to retention.

We have not received any formal complaints about discrimination in this reporting year, but we know from web analytics that employees are accessing our anti-discrimination resources.

Providing access to networking and mentorship opportunities for employees from designated groups to build relationships and support their professional growth.

Four employees joined our mentorship program this year. Program participants have access to more supports to help them grow their skills and move up in the organization.

Providing access to career counseling and coaching services to support employees from designated groups in identifying and achieving their career goals.

Participants have received valuable advice and insights from their coaches and have determined a path to achieve their career goals.

Providing access to support and resources for employees from designated groups who are facing termination, including career counseling, job placement assistance, and access to employee assistance programs.

Designated group employees who have had to be terminated have received extra supports to help them with their next career move.

Providing access to retraining or skill development programs for terminated employees from designated groups to enhance their employability and transition to new opportunities.

We helped employees who were terminated build their skills, and 54% of those who went through the training program found a new role within two months.

Providing access to alternative dispute resolution mechanisms, such as arbitration or mediation, for resolving termination-related disputes between employees from designated groups and the organization.

While we have not seen any results from this measure yet, we hope that it will reduce conflict between employees.

Category 6, Retention & Termination: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Implementing policies and procedures to ensure fair and equitable treatment in performance evaluations, promotions, and disciplinary actions for employees from designated groups.

Employees who do not feel like they are being discriminated against are less likely to leave the organization. Our retention rate is the same for both designated and non-designated employees.

Creating a harassment and discrimination policy that clearly outlines grounds for termination and/or progressive discipline.

An employee who violated our harassment and discrimination policy was terminated. This was a necessary action to ensure all employees feel safer at work. All other employees who were impacted by the incident have access supporting resources and so far, all have remained in their roles. Had we not taken action, it's possible several employees would have quit or struggled to continue in their jobs.

Performing pay equity analysis and closing pay gaps to ensure equitable compensation for all employees.

We increased compensation for five employees from designated groups after performing a pay equity analysis. All five of these employees have stayed in their roles to date.

Providing access to employee assistance programs and mental health resources to support the well-being and retention of employees from designated groups.

Confidentiality concerns make it difficult to assess the effects of this measure.

Offering severance packages and other forms of financial assistance to support employees from designated groups who are terminated, particularly those facing economic hardship or vulnerability

We had to terminate one of our Indigenous drivers. We offered a severance package to help offset her loss of income when looking for a job.

Offering opportunities for employees to participate in diversity and inclusion initiatives and committees to contribute to positive organizational change.

Our DEI committee, which is comprised of 50% designated group employees, implemented several new initiatives to make work culture more inclusive to increase the retention and work experience of marginalized employees.

Category 6, Retention & Termination: Examples of Measures & Results

TYPE OF MEASURE

Conducting exit interviews and surveys to gather feedback from departing employees from designated groups and identify opportunities for improvement.

EXAMPLE OF AN ASSOCIATED RESULT

Through our exit interview process, we realized that there were several discrimination complaints against a specific manager. We investigated the claims and the manager had to undergo training, which has improved their communication skills and positively impacted employees' experience working with them.

Conducting stay interviews to gather feedback from existing employees on why they stay and why they might leave.

Through conducting stay interviews with our employees, we realized that our female drivers did not feel safe on the road. In response, we implemented several initiatives to make driving safer for women, such as allowing them to travel with their partners and increasing the number of parking places. Now, our drivers are able to focus on their jobs without worrying about their safety.

Establishing recognition programs and incentives to celebrate and reward employees for their contributions and achievements within the organization

We are making efforts to ensure employees from diverse backgrounds are recognized in our Employee Recognition program. 6 out of 12 months of last year, our employee of the month was someone from a designated group. Our aim is to showcase how much we value these employees and improves their sense of belonging.

Don't Know Where to Start?

Don't know where to start in implementing more equity measures for retention and termination? Consider these first steps to developing an equitable and inclusive work environment:

- **Collecting the Data:** To know where your fleet needs work when it comes to retention, you need to go right to the source — Employees. There is no one size fits all when it comes to retention initiatives. Consider conducting stay interviews with employees, to determine

common themes that might need to be improved, but also to identify what is working well so you can continue doing that.

- **Making the Change:** Once you've identified the factors that are impacting retention and turnover, make a plan to address them. Consider leaning on your HR team, DEI committee, or an external consultant to create an action plan with timelines, initiatives, and anticipated results.

Category 7, Training & Development: Examples of Measures & Results

TYPE OF MEASURE

EXAMPLE OF AN ASSOCIATED RESULT

Identifying high-potential employees from designated groups and offering them more training and development.

We have shown designated group employees that we value their growth and development, which leads to higher engagement and job satisfaction in these employees.

Providing training and support for employees from designated groups to enhance their leadership and management skills.

Two new employees from designated groups were able to move into leadership positions last year after going through our leadership development program.

Offering mentorship programs pairing employees from designated groups with experienced professionals to provide guidance and support in their career development.

While we have not seen any results from this measure yet, we hope that it will help to increase employee performance and position more employees from designated groups for promotion.

Providing access to professional development workshops, seminars, and conferences focused on topics relevant to the career advancement of employees from designated groups.

Designated group employees have the opportunity to develop and grow their skills by taking advantage of this program.

Providing access to language training programs for employees with limited proficiency in the primary language used in the workplace to enhance their communication skills and job performance.

Employees who are not fluent in English have improved their English skills through this program. Improved language ability was a determining factor in a promotion received by one of the training participants, who is also an employee from a designated group.

Offering opportunities for employees from designated groups to participate in stretch assignments, job rotations, and cross-functional projects to broaden their skills and experiences.

Designated group employees have been able to develop their skills, which has helped them become more eligible for promotions and more invested and engaged in their roles.

Category 7, Training & Development: Examples of Measures & Results

TYPE OF MEASURE	EXAMPLE OF AN ASSOCIATED RESULT
Providing training to recruiters on diversity and inclusion best practices.	We have not seen any measurable increase in designated group candidates hired as a result of this measure, so we will be re-evaluating the training and its effectiveness.
Providing unconscious bias training for managers involved in promotional decisions.	We have seen a 10% increase in designated group promotions in the last year after implementing this training.
Providing training for managers and coworkers on how to support employees with disabilities in the workplace.	Through our employee engagement survey, employees with disabilities reported feeling more supported and included than the year before, when this training was not offered.
Providing training for managers on how to communicate effectively with diverse teams.	Through our annual employee engagement survey, designated group employees reported feeling more supported and included than the year before, when this training was not offered.
Establishing partnerships with Indigenous organizations or communities to provide cultural awareness training and resources for all employees.	In the post-training survey, 80% of employees said this training was very helpful. Over the long-term, we hope it will reduce conflict between employees and improve employees' sense of belonging within the company.
Establishing formalized onboarding programs for new hires from designated groups to facilitate their integration into the organization and set them up for success.	While we haven't seen any results from this measure yet, we hope it will help to decrease turnover among employees from designated groups.

Category 7, Training & Development: Examples of Measures & Results

TYPE OF MEASURE

Providing training on accessibility and accommodation best practices for all employees to ensure that workplace environments and practices are inclusive and accessible to employees with disabilities.

EXAMPLE OF AN ASSOCIATED RESULT

6 accommodation arrangements were reached this year, compared to only 1 last year. While it's difficult to know the full reason for the increase, we think the training has made it easier for employees and managers to have accommodation discussions. In our next employee engagement survey, we will be looking for evidence to corroborate this.

Offering training and resources on allyship and solidarity for all employees to empower them to support colleagues from underrepresented groups and advocate for equity.

Through our annual employee engagement survey, designated group employees reported feeling more supported and included than the year before, when this training was not offered.

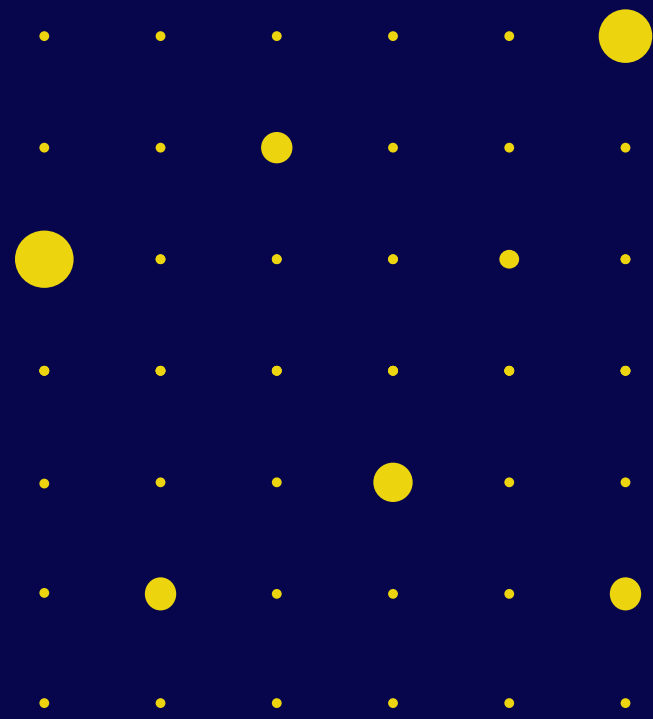
Don't Know Where to Start?

Don't know where to start in implementing more equity measures for training and development? Consider these first steps to developing more equitable and inclusive training and development:

- **Training on Diversity, Equity, and Inclusion:** Training and professional development can be part of the equity puzzle, but it's hard to know where to start and what types of training to implement first. Consider surveying your employees to see what types of training they are most interested in.
- **Starting off With the Basics:** Trucking HR Canada's Training Centre offers training on workplace harassment and violence, which is mandatory for federally regulated employers.

They also offer a DEI Best Practice Guide, which is a good starting place and may give you some ideas about what kind of training to implement.

- **Training for Designated Groups:** Training to improve workplace equity is not just about DEI as it is usually understood. It also includes targeted training for members of designated groups so they can build and develop their skills and grow into senior and leadership roles. Consider implementing leadership training or mentorship programs for diverse individuals. Trucking HR Canada's Toolbox for Mentoring Women in the Trucking Industry is a great place to start.



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