



# 2022 Reconciliation & Equity (R&E) Survey Report

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## **UWGT Vision for Reconciliation and Equity**

Communities where Indigenous sovereignty is honoured; where people's unique identities, experiences, and voices are valued, celebrated, and protected; and where all have the resources and social capital to ensure their wellbeing and prosperity.



**Message from the Reconciliation, Equity, Anti-Racism,  
Diversity & Inclusion (READI) Committee**



In 2021, when the first iteration of this cross-functional committee was renamed as the Reconciliation, Equity, Anti-Racism, Diversity and Inclusion (READI) Committee, it signalled a call to action, that members are ready for change, ready to do the work and ready to:

- Support a shared language, learning mindset and open dialogue on issues relating to equity to help UWGT create a more equitable workplace culture.
- Leverage internal and external expertise to share knowledge and best practice examples that support UWGT staff and volunteers to apply an equity lens in their responsibilities.
- Strengthen a common internal understanding of equity, poverty and related issues that reflect the communities we serve.

As we continue to embed equity within our organization, the 2023-24 focus will be supporting our [Reconciliation and Equity Action Plan's](#) key outcome area of becoming an equitable organization.

We are committed to the journey of truth and reconciliation and dismantling anti-Black and anti-Indigenous racism. There is much unlearning and relearning that needs to happen. Above all, it is imperative that we do not allow our pursuit of the “right thing” to say or do hamper our ability to act. We can only move the needle towards equity and reconciliation if tangible actions support our words of commitment.

We, as members of the 2022 READI Committee, are honoured to be part of this critical work and excited to contribute to our next collective phase of action.

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Robin Crombie  
Victoria Nixon

Annique Farrell  
Lyndsay Nugent  
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## Employees Share Their Thoughts

(taken from comments in the survey)

*"I think UWGT has done a really good job with advancing equity mindedness internally. This is a journey without a guide book or a roadmap, and with every deeper level of awareness, there will be more to unpack"*

*"I believe our intentions are good, but it seems like for racialized staff the reality has not changed much over a number of years"*

*"I would like to see UWGT talk more about how we have always been doing this type of reconciliation and equity work, we have changed the rhetorical framing in recent years, but this is the mission I signed up for 10 years ago at UWGT. I wish we were more proud of that"*

*"Make managers go through training around inclusive recruitment"*

*"It would be great to see UWGT expanding its focus to support South Asian community along with Black Community in the GTA in our Reconciliation and Equity Action Plans"*

*"Training and development opportunities around anti-oppression"*

*"Continue to work on inclusive practices for people with disabilities"*

*"Focus more on REA plan and keep at it because that is the path for change"*

*"Make sure we apply our theoretical approach in our actions from the most senior people"*

*"Ensure there is a safe space for people who feel discriminated against to complain"*

*"More action less talk"*

*"Hire and support Indigenous staff"*

*"Improve ways to fund and support grass roots organizations run by and for people from equity-deserving groups"*

*"Discuss the importance of not making assumptions regarding a person's race and the cultural/social activities they engage in"*

*"Make sure external experts who facilitate R&E workshops be familiar with the issues being faced by UWGT"*

## This Survey

This is the 7<sup>th</sup> Reconciliation and Equity (R&E, formerly Diversity and Inclusion) employee survey that has looked at the employee experience as it relates to issues connected to reconciliation, equity, anti-racism, diversity, and inclusion since 2009. It was conducted late summer of 2022. Our response rate was 85%. While we surpassed the 2022 benchmarked 80% participant rate, 85% is a 3% decrease from the 2020 survey participation rate. It's the second highest participation rate we've had since we started doing the R&E employee surveys a decade ago.

The survey covers employee demographics, job levels and tenure as well as responses to statements and feedback relating to reconciliation and equity. The responses were then analyzed to provide insights into how specific equity-deserving groups responded (see Appendix on page 33 for a list of equity-deserving groups).

There were 13 R&E statements to which respondents were asked to provide a rating on a scale of 1 (strongly disagree) to 5 (strongly agree). The positive response refers to responses of "4" and "5". Neutral responses refer to a rating of "3" and negative responses refer to ratings of "1" or "2".

For the analysis of the entire survey, both the survey data and R&E statements were disaggregated by demographic data where confidentiality of respondents could be protected (e.g., greater than 5 responses in a category).

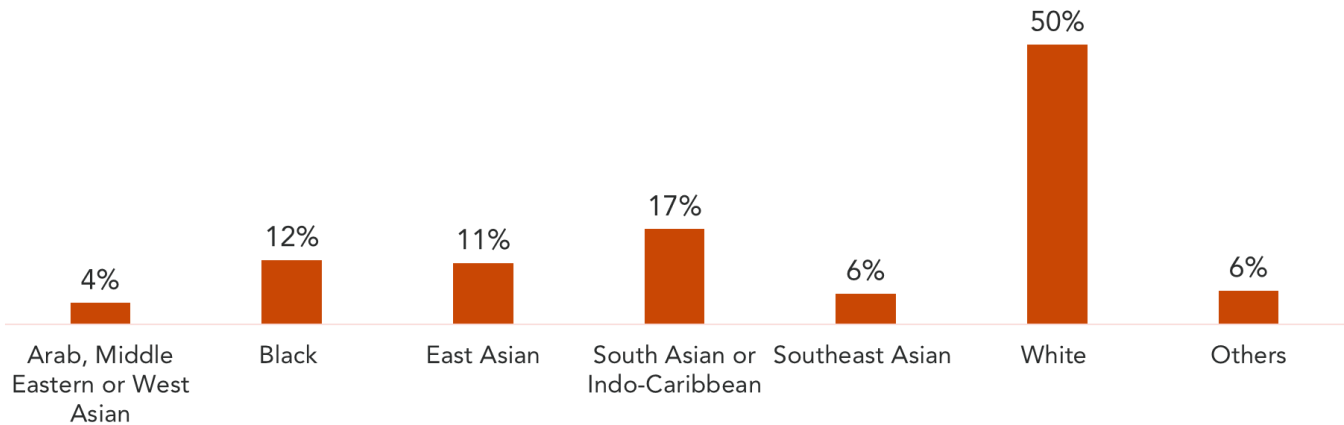
In 2020, data from Black and Indigenous respondents were disaggregated from racialized respondents. The intention with identifying categories was not to spotlight individuals but rather to raise and address systemic issues as experienced by specific communities. We separated experiences of our Black, racialized and Indigenous colleagues because we have a responsibility to understand why and how racism lives within UWGT. In 2022, we continued with this practice for data from Black respondents. The sample size was too small to disaggregate data for Indigenous respondents. In some instances, we also disaggregate by other equity-deserving groups, such as, people with disabilities and 2SLGBTQ+ (see page 17 for an example).

The objective of the survey was threefold. First, it was to ensure we are recognizing employee identities and assess progress towards our reconciliation and equity commitment to be an equitable organization. Second, to generate solutions to address gaps or shortcomings in our recruitment and performance outcomes to meet our equity goals. Third, to have meaningful conversations that generate ideas on how to address issues surfaced in the results.

Similar to 2020, we continue to see that UWGT is not immune to issues we face in our communities. We remain committed to understanding and addressing those issues in clear measurable ways. We will be thoughtful and intentional in ensuring we are all engaging in deepening understanding and identifying solutions on what we know is a journey.

# Who We Are

## Race Identity



### Observations:

- At 52%, racialized respondents have made up a higher percentage of all respondents for the first time in 2022

Note: Recognizing intersectional identities that exist, respondents had the option to select more than one response. Some other groups are not disaggregated due to the small sample size

## Disability

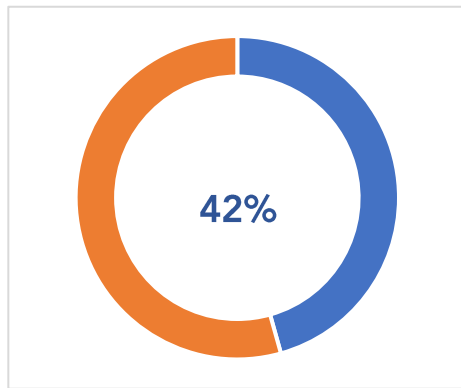


Disabilities	2022
Communication (e.g. hearing, speech)	7.7%
Mental (e.g. learning, mental health)	73.1%
Physical (e.g. sight, mobility)	46.2%
Other (please specify)	19.2%

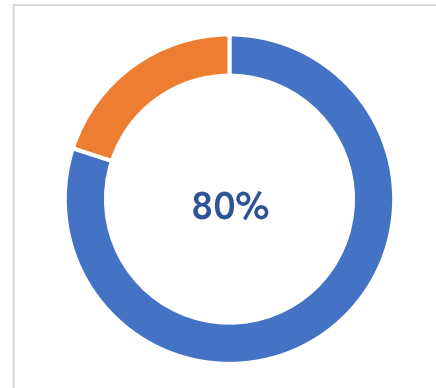
### Observations:

- 15% of respondents reported a disability
  - 73% respondents who reported having a disability described living with a mental disability (e.g., a learning disability or a mental health condition)—this is similar to what was reported in 2020 where it was 70%

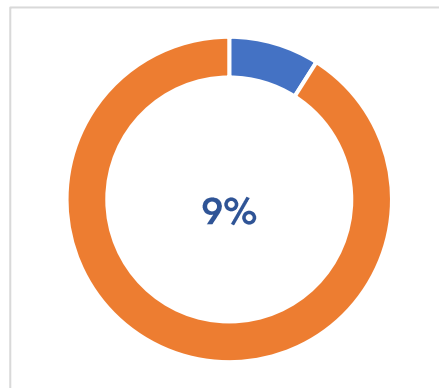
## Immigration



42% of respondents were born outside Canada



Of those born outside Canada, 80% are racialized



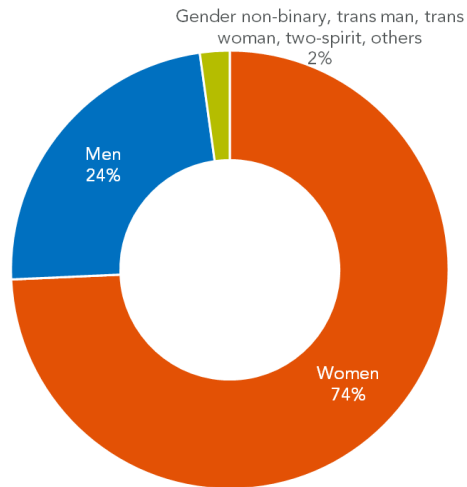
Of those born outside Canada, 9% have been in Canada for 10 years or less

### Observations:

- 42% of respondents were born outside Canada, which is consistent with 2020 survey results (43%)
- Recent immigrants (have been in Canada 10 years or less) account for 9% of the respondents, consistent with 2020 (8%)



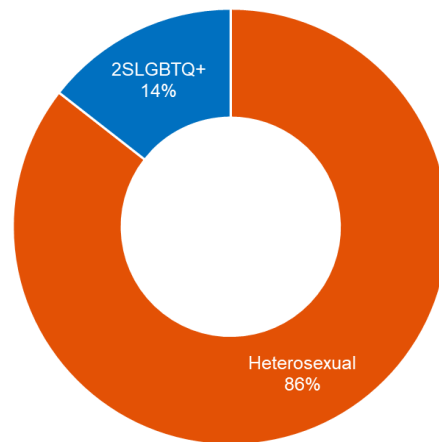
## Gender



### Observations:

- The largest number of survey respondents identified as women at 74%, consistent with 2020, when 75% of respondents identified as women
- 2% of respondents identified as belonging to one of the following:
  - Gender non-binary (including gender fluid, genderqueer, androgynous)
  - Trans man
  - Trans woman
  - Two-Spirit
  - Not listed (please describe)
- In 2009, 12 respondents skipped this question. This number has gradually decreased over the years to almost no one skipping the question in 2022

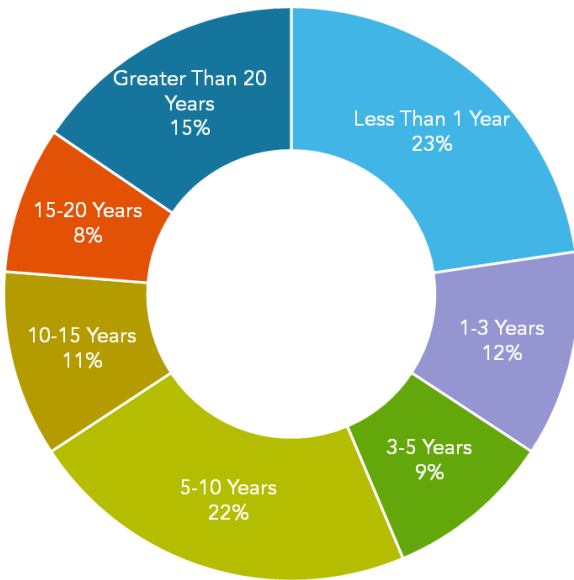
## Sexual Orientation



### Observations:

- 14% of respondents are from the 2SLGBTQ+ communities (consistent with 2020 results)
- In 2009, 24 respondents skipped this question. In 2022, the number of respondents opting out of responding decreased to 8 people

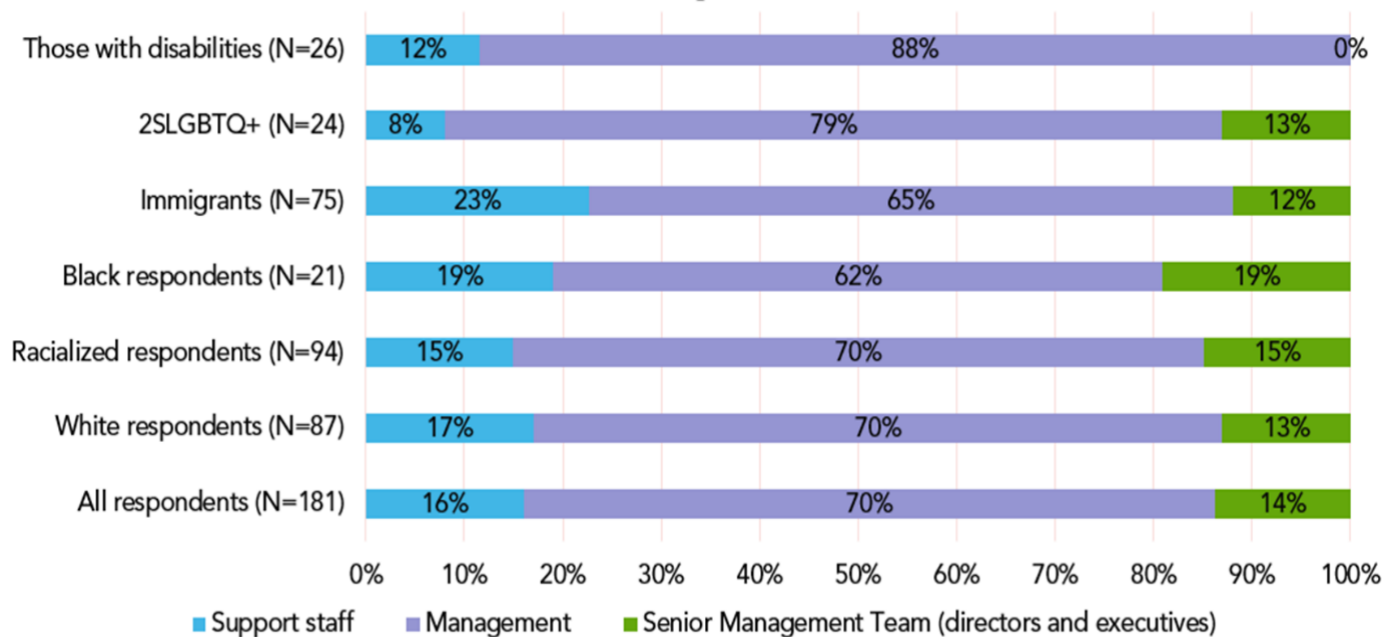
## Tenure of respondents at UWGT



### Observations:

- 23% of the respondents have been with UWGT less than 1 year
  - This is aligned to a 2022 recent survey by ADP Canada Co., which shows roughly a quarter of Canadian workers (24%) have changed jobs recently
- 22% have worked at UWGT for 5-10 years
- 15% of respondents have worked at UWGT for more than 20 years—while we have a lot of new employees, we also have a good balance of employees who have been with us for a long time

## Proportion by Job Level



*Note: Sample sizes for Indigenous respondents or respondents who do not identify as female or male are too small to include in this analysis*

### Observations:

- 15% of racialized respondents held senior management positions
- Disaggregating Black respondents from the racialized respondent category reveals a higher proportion of Black staff is in senior management and executive team positions at 19%
- 12% of immigrants (persons who were born outside of Canada) are in senior management positions
- 13% of the 2SLGBTQ+ community and 0% of respondents who identified as having a disability are in senior management positions

## Generation

General composition at UWGT	2022
Gen Z (born since 1996)	Small sample
Gen Y / Millennial (born 1981 – 1995)	35%
Gen X (born 1965 – 1980)	46%
Baby Boomer (born 1946 – 1964)	18%
Traditionalist (born 1922 – 1945)	0%

### Observations:

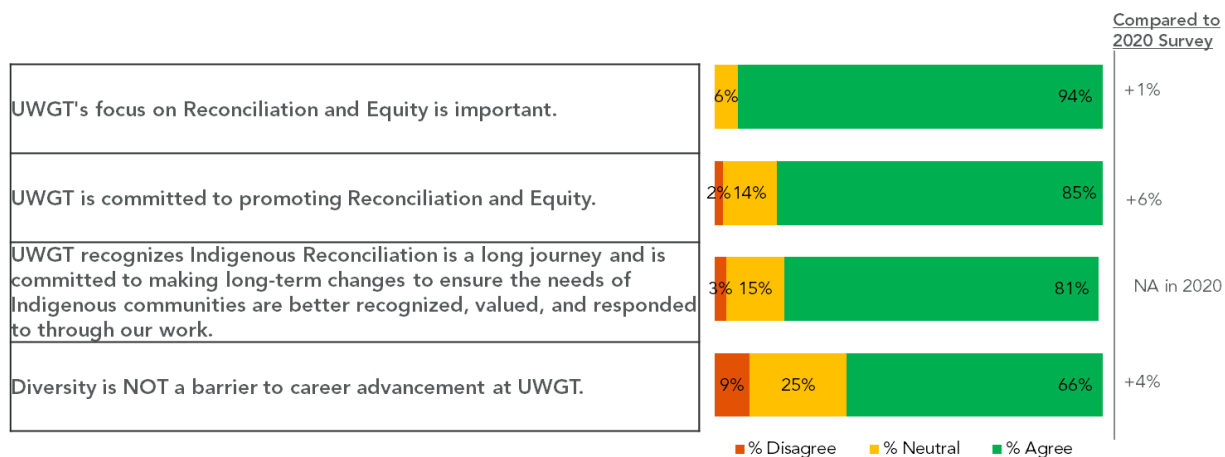
- In 2022, four generations are represented within all respondents
- In comparison to 2020, when Gen Y and Millennials represented 26% of respondents, Gen X represented 54% of respondents and Baby Boomer represented 19% of respondents, in 2022 we see a growth in Gen Y/Millennial staff and a decrease in Gen X and Baby Boomers

## Reconciliation and Equity Statements

The next four graphs show responses to the 13 R&E statements grouped into categories and compared against results from the 2020 survey.

- The survey doesn't tell us why scores change over time or what meaningful action is needed for improved experience
- Changes over time may be due to changes in who is responding, changes in our social environment that make it easier for people to express opinions or that people's experiences have changed
- Conversations are critical to help us understand what meaningful actions can be built into business plans

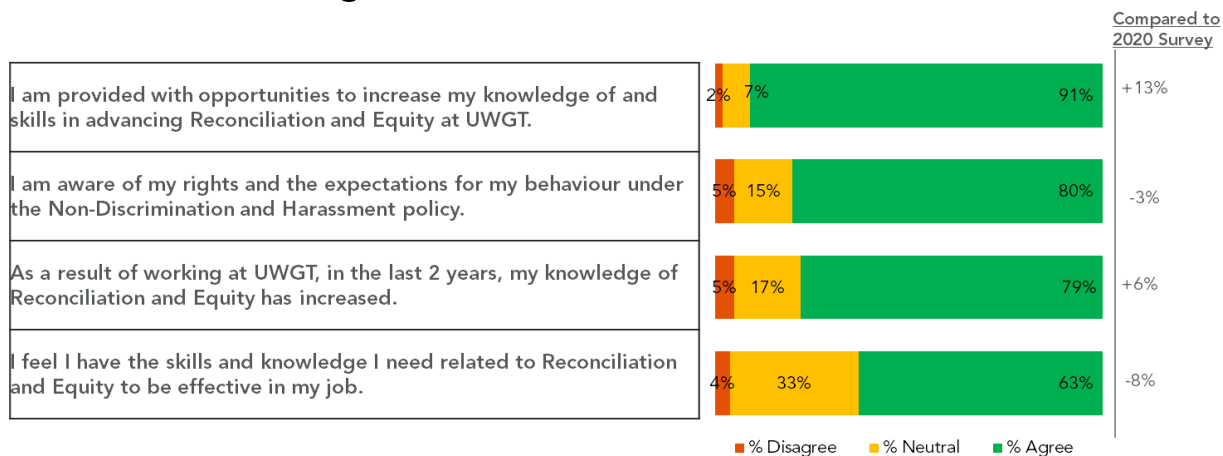
### Focus & Commitment



### Observations:

- Among all 13 R&E statements, "UWGT's focus on Reconciliation and Equity is important" is the statement that received the highest "agree" response rate
- The statement that "UWGT recognizes **Indigenous Reconciliation** is a long journey and is committed to making long-term changes to ensure the needs of Indigenous communities are better recognized, valued, and responded to through our work" was newly added to the survey in 2022 and **81%** of respondents agreed with this statement
- Compared to the 2020 survey, there are increases in the three focus and commitment statements which were also in the 2020 survey
- 9% of respondents disagree that "Diversity is NOT a barrier to career advancement at UWGT"

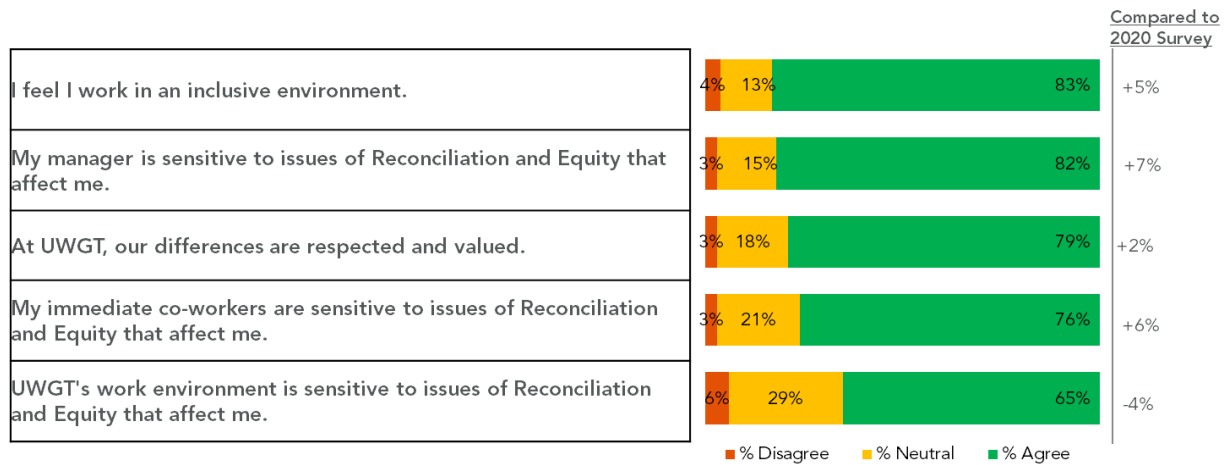
## Skills and Knowledge



### Observations:

- **91%** of respondents agreed that they are provided with opportunities to increase their knowledge of and skills in advancing R&E; **63%** felt they have enough skills and knowledge they need related to R&E to be effective in their job
- Notably, *"I feel I have the skills and knowledge I need related to Reconciliation and Equity to be effective in my job"* is the statement that saw the biggest drop between 2020 and 2022 (8% decrease in the "agree" rate). This is the lowest "agree" response rate (63%) compared to any other R&E statement. This is also the statement that received the highest "neutral" response rate (33%)

## Work Environment



### Observations:

- For the 5 work environment statements, the only statement that saw a decrease in the "agree" response rate from 2020 to 2022 is "UWGT's work environment is sensitive to issues of Reconciliation and Equity that affect me," where the "agree" rate decreased by 4%.



## "Agree" Response Rates within Equity-Deserving Groups

Within our REA plan's outcome area of becoming an equitable organization, one of the targets is that by 2024, "staff will be supported to ensure our recruitment and performance outcomes are meeting our equity goals". The indicator that we have achieved this target is that 80% of staff from equity deserving groups agree/strongly agree with these key R&E statements in the biennial R&E survey:

- *I feel I have the skills and knowledge I need related to Reconciliation and Equity to be effective in my job*
- *I feel I work in an inclusive environment*
- *Diversity is NOT a barrier to career advancement at UWGT*

The table below presents the "agree" response rates of various equity-deserving groups against these three key R&E statements from the survey. The colours in the table refer to how we are tracking against the 2024 target of 80%.

- Green indicates the target has been met or is on track to do so.
- Varying shades of red indicate more attention and effort are needed to achieve the target.

Statements	REA Plan Target by 2024	% "agree" response rate (2022)									
		All respondents	Equity-deserving groups								
			All	Racialized	Black	Those with disabilities	Newcomers/Recent immigrants	Established immigrants	2SLGBTQ+	Gender/Others	White
I feel I have the skills and knowledge I need related to Reconciliation and Equity to be effective in my job.	80%	63%	63%	58%	62%	62%	53%	60%	79%	86%	68%
Diversity is NOT a barrier to career advancement at UWGT.	80%	66%	62%	64%	43%	52%	80%	58%	72%	71%	73%
I feel I work in an inclusive environment.	80%	83%	78%	77%	70%	73%	87%	70%	85%	Small sample	91%

### Observations:

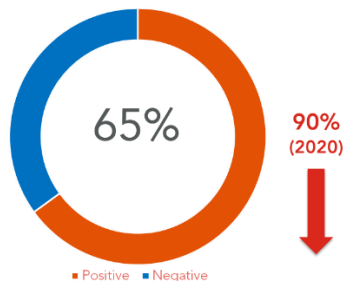
- On the *skills and knowledge* statement, just about 58% of racialized staff and 53% of recent immigrants agreed with the statement
- For the statement "*Diversity is NOT a barrier to career advancement at UWGT*", **64%** of racialized respondents agreed
  - When results are disaggregated by equity-deserving groups for this statement:
    - **43%** of Black respondents agreed
    - **52%** of those who indicated living with a disability agreed
    - **58%** of recent immigrants agreed
- In 2020, equity-deserving groups were not disaggregated to this extent so we cannot make full comparisons. In 2020, **49%** of racialized employees agreed that *Diversity is NOT a barrier to career advancement at UWGT*
  - There has been improvement from 49% in 2020 to 64% in our 2022 scores here but with a need for continued improvement to meet the 2024 KPI of 80%

- Regarding the *inclusive work environment* statement, the majority of respondents from equity-deserving groups agreed with this statement; however, there are gaps when compared to the 2024 REA plan commitments of 80% target among equity-deserving groups, especially among Black respondents, established immigrants and individuals with disabilities

## Inclusion in Action

We asked respondents to indicate if they had witnessed positive examples of inclusion at UWGT and if so, to provide examples of inclusion in action. We also asked respondents to indicate if they personally had an R&E concern at UWGT in the past two years and if they did, what the nature of the concern was, the impact it had on them, what they did to address the concern and whether they were satisfied with the outcome.

### Positive Examples



Examples include:

- Inclusive hiring practices, more diverse staff and leadership positions
- Inclusive granting processes (e.g., Indigenous-led granting processes)
- Equity and inclusion training courses, seminars
- Feeling welcome, valued and included by coworkers
- Use of inclusive language, Inclusive Language Guide, including pronouns in email signatures
- Accommodations, religious holidays and dietary restrictions
- Making space in meetings to address oppression and opportunities for all voices
- Emergence of employee resource groups, large cross-functional groups like READI Committee and Reconciliation and Equity Action group (REAG)



## R&E Concerns

- 1 in every 5 individuals (**20%**) personally had a R&E concern
  - 44% of those who had concerns didn't take action
  - 1 in every 10 people who took action was satisfied with the response, compared to 2 in every 10 in 2020
- 42% of **Black** respondents personally had a R&E concern
  - 80% of their concerns are related to "*Race or ethnicity*"
  - 71% took action, by asking for help from managers or colleagues, or speaking directly to the individuals
  - 60% of Black respondents who took action were satisfied or somewhat satisfied with the response
- 35% of those with **disabilities** had a R&E concern
  - 67% took action

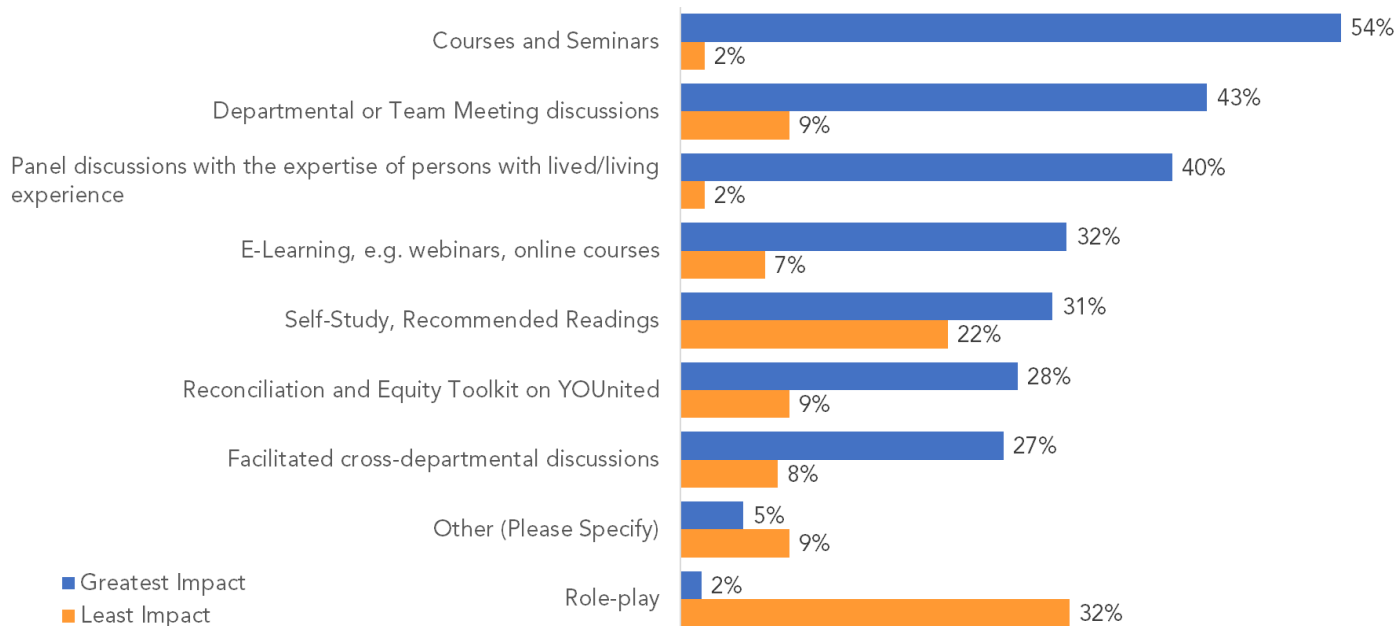
The nature of concern was about:

Insensitive comment or behaviour	38%
Discriminatory or abusive comment or behaviour	17%
Exclusionary practices	28%
Systemic issue	31%
Other	17%

Our policies do advocate first seeking help from a manager or addressing directly to the individuals, so we are seeing this in practice here. There is also the option to seek assistance from P&C if the person does not feel comfortable speaking with manager or directly to individual who has caused harm. These are laid out in our non-discrimination and harassment policy and workplace violence policies. However, we do see the opportunities to build awareness of what are the mechanisms people have available to address concerns.

## Learning Opportunities and Impacts

Respondents were asked about what learning opportunities had the greatest and least impact in the last two years. They were also asked what learning topics would help them feel more confident in addressing reconciliation and equity in their work.



Since 2014 when this question was introduced, “courses and seminars” has been consistently the top learning opportunity at UWGT that has had the greatest impact on the respondents.

“Departmental or Team Meeting discussions” was reported having the highest impact by 43% of respondents, and it was also reported having the least impact by 9% of respondents.

“Panel discussions with the expertise of persons with lived/living experience” was newly added to the 2022 survey. It also belongs to the top three learning opportunities with the greatest impact.

Some respondents mentioned lack of time as a barrier for them to access and take advantage of learning opportunities available to them.

## Topics of Interest

2022

What topics would help you feel more confident addressing Reconciliation and Equity through your work?

	2022
Anti-Indigenous Racism	59%
Anti-Black Racism	48%
Racial Equity	45%
Mental Health	44%
Gender Identity and expression	44%
Anti-Oppression	38%
Opportunities for dialogue among colleagues on life experiences	37%
Disability	36%
How other employers address D&I	34%
Intergenerational workforce	34%
Barrier-free Recruitment Practices	26%
Religion	25%
Sexual Orientation	19%
Other-Please Specify	2%

2020

What topics are of most interest to you?

	2020
Anti-Black racism	65%
Racial Equity	61%
Anti-Indigenous racism	61%
Mental Health	57%
Anti-Oppression	52%
Opportunities for dialogue among colleagues on life experiences	45%
Race (e.g.: cultural competency)	45%
Gender Identity and expression	34%
Barrier-free recruitment practices	33%
How other employers address D&I	31%
Intergenerational workforce	31%
Government policy related to issues of D&I	25%
Disability	22%
Sexual orientation	20%
Religion	15%
Other - please specify	3%

The top 4 areas of interest surfaced in the 2022 survey are:

1. Anti-Indigenous Racism
2. Anti-Black Racism
3. Racial Equity
4. Mental Health

Of note, in 2022 some topics such as body shaming, fatphobia, invisible disabilities, and neurodiversity have come up as learning topics recommended by some respondents in open comments.

## Focus On...

Based on the results and comments from the survey, the following are areas we continue to prioritize internally.

### Anti-Indigenous Racism

#### Reconciliation and Equity Action (REA) Plan

The REA plan guides our journey towards truth and reconciliation at United Way by:

- Emphasizing the importance of meaningful relationships, collaboration and shifting power as key enablers of the work that needs to happen
- Setting a goal of allocating a greater percentage of investments to agencies led, focused and serving Indigenous and other equity-deserving groups

As part of becoming an equitable fundraiser and funder, we've brought the REA plan to life in our work with Indigenous communities across the GTA through doubled investment in Indigenous-led organizations as part of the 2022 Program Funding and Organizational Infrastructure Grants.

Two examples of the Indigenous-led solutions and initiatives our funding supports:

- **The Indigenous Network's Path to Sustenance: The Urban Indigenous Food Security Project** in Peel Region, which promotes Indigenous food sovereignty and security
- **Anishnawbe Health's Enhanced Circle of Care program**, which provides culturally appropriate case management to Indigenous people across the GTA who are at-risk of or experiencing homelessness

#### Truth and Reconciliation Learning Pathway

The design of the Truth and Reconciliation learning pathway was guided by the REA plan, complementary pieces of work being done by others in the organization and the [United Nations Call to Action 92, Part iii](#).

Examples of the learning opportunities employees are provided with include:

- Expert-led sessions provided in collaboration with Indigenous partner, [Our Children's Medicine](#)
- Leveraging the power of film as a learning tool, we partnered with [Photographers without Borders](#) to offer staff a virtual screening of [Unceded](#), which included a Q&A panel discussion with the two Wiikwemkoong residents and 60s Scoop survivors featured in the documentary
- For the 2022 National Day for Truth and Reconciliation, an all-staff session was hosted in the morning to honour the resilience, dignity, and strength of survivors and intergenerational survivors, and remember the children who never came home
- Invited Indigenous-led and Indigenous-serving agency to share their work for the With Community segment at the September 2022 All Staff meeting

## Anti-Black Racism

### Black History Month 2023

To launch the celebration and honouring of Black History Month 2023, our CEO, Daniele Zanotti sent a note to all staff, reminding everyone of our year-round “obligation to transform our learning and unlearning into actionable steps that address systemic and institutional anti-Black racism and intersecting oppressions”.

Our intranet landing page was updated daily throughout February 2023 with content special curated to honour Black histories and Black futures—an initiative that we started in February 2022.

In special collaboration with the internal 2023 Black History Month Planning Committee, the People and Culture (P&C) team and the READI Committee published four issues of a Black History Month weekly digest. In honour of Black History Month, these special weekly digests have been published every February since 2021. Although all four 2023 digests integrated resources on anti-Black racism, one digest was dedicated to anti-Black racism resources, with an emphasis on transforming learning into transformative action.

Our dedicated intranet page that was launched in 2022—“Celebrating Black History today and every day”—was updated with refreshed resources and events, building on pre-existing resources. This page is updated throughout the year so that the deep learnings, reflections, and actions that are often focused in February can extend beyond February 28.

To further support these kinds of year-round conversations, the “Black History Staff Discussion Guide” was developed for teams and departments across UWGT. The aspiration is that these conversations will inspire tangible actions that allow us to collectively address systemic and institutional anti-Black racism and intersecting oppressions.

### Response to Police Brutality

Seven days into 2023, Tyre Nichols, a 29-year-old Black man was brutally beaten and killed in Memphis, Tennessee by police. On February 1, a statement from our CEO, Daniele Zanotti, was sent to all staff that included an expression of grief and support for staff and links to resources. In early February, the Executive Lead, Reconciliation, Equity, Inclusion and a member of the Black Employee Resource group hosted “Reflecting on Tyre Nichols' Killing, Anti-Black Racism and Police Brutality in Canada: Optional Space for Black Staff”. This session was intended for staff who self-identify as Black and required a space to process and discuss the tragic killing of Nichols.



## Racial Equity

### Equity Learning Pathway

The UWGT equity learning pathway is guided by our commitments to the REA plan.

In 2021, we partnered with Nicole Bonnie for the live virtual delivery of employee and people manager sessions of Laying the Foundations of Equity, Understanding Privilege, Microaggressions and Leading Equity.

In 2022 and 2023, we partnered with Strategisense for the live virtual delivery of Advanced Allyship for Employees and Inclusive Leadership for People Leaders. These were delivered in September 2022 and March 2023. In 2022, we also partnered with Strategisense to deliver live virtual equity workshops for capacity building of racialized employees. Identity and Difficult Conversations for Racialized Employees and for People Managers were delivered in September and November 2022 respectively and with an upcoming session in April 2023.

In partnership with the Canadian Centre for Diversity and Inclusion (CCDI), employees have been invited to attend a robust calendar of live webinars and community of best practice virtual conferences over 2021, 2022 and beyond. This is bolstered by access to a knowledge repository which includes a database of recorded webinars for self-paced learning.

Equity leaders—those who are working within internal groups such as REAG, the READI Committee, P&C or leading equity conversations—are required to take the CCDI course, *Moving the Needle from Equity to Justice*.

### Skills and Knowledge

As previously shared, 63% of respondents agreed they had the skills and knowledge they need related to R&E to be effective in their job.

We recognize that this sentiment is aligned to broader learning and development trends being experienced in industry benchmarking data. Many R&E foundational courses have built on intrapersonal understanding (i.e., building your knowledge, awareness, understanding of your emotions, your biases and stereotypes). While this is a fundamental building block, there is the need for building capacity in interpersonal skills development (e.g., having the conversations with others and facilitating equity-focused discussions).

As we look to build staff's confidence in their R&E skills and knowledge to be effective in their job, we will be offering interpersonal R&E learning opportunities to build on intrapersonal skills developed since the 2020 survey.

## Policies and Practices

Recent examples of how United Way has embedded equity considerations into some of our policies and practices include:

- Partnered with KOJO Institute, an external equity consulting firm to conduct a comprehensive equity review of our governance and operational policies.
  - KOJO made several recommendations including: the importance of using inclusive language in policies; making policies accessible in different formats; embedding equity statements in policies where applicable and providing training for people managers on how to acknowledge biases.
  - Recommended changes were incorporated and approved by the Governance & Human Resources Committee and the Board in 2022. All policies were then shared with employees and information sessions offered to ensure that employees understood the changes that were made. Overall, KOJO Institute has been very positive about our policies and the approach and culture within which we are working.
- Developed Social Procurement Policy: United Way has updated its procurement policy to embed and prioritize equity into our policy and practices. The plan balances the need for fiscal accountability and best value with the intent to use our purchasing power to benefit local economies, remove barriers experienced by equity-deserving groups and provide equitable access to our procurement process by providing opportunities for underrepresented businesses and communities in the regions we serve.
- Created two staff working groups to support the implementation of the REA plan:
  - **REAG:** includes the enterprise leads responsible for driving the REA plan, meeting monthly to support organizational coordination, accountability and problem solving on cross-organizational issues.
  - **READI Committee:** advises P&C on the advancement of equity-mindedness among staff, including deepening staff understanding of reconciliation, equity, poverty and the issues that reflect the communities we serve. The READI Committee focuses specifically on the organizational culture and practices for the REA plan.

## Mental Health

### Mental Health Strategy

In April 2022, we embarked on a year-long campaign to educate employees around mental health supports, build awareness for mental health literacy and education of people managers to support employees in addressing and engaging in help-seeking behaviours for mental health.

We provided employees with a comprehensive overview of mental health supports wrapped in empathic messaging, a refreshed mental health page on our intranet called “Thriving Minds at UWGT” that provides employees with access to a host of resources and additional supports.

In 2022, we launched the Calm app as the newest benefit with associated costs covered by us. The Calm app:

- Provides employees and their dependants with a tool they can use for stress management, self-care, and building and practicing well-being through providing guided mindful meditations, calming music, and stretching practices.
- Enables and supports team leaders in modeling and leading individual and collective team well-being at work through wellness practice opportunities, especially in longer team and department meetings when screen and wellness mini-breaks are much needed.

In addition to this, for Mental Health Week 2022, we:

- Promoted internal and external events and the work of some of the community agencies that we fund.
- Made daily updates on the landing page of the intranet to build awareness for and promote mental health at UWGT.
- Collaborated with the Wellness Committee and READI Committee to post on Yammer to catalyze mental health conversations and share relevant resources.
- Published mental health-themed staff newsletters.

Our mental health strategy is supported by a mental health training workshops calendar, training for people managers, and monthly mental health campaigns from Calm.

The mental health strategy recognizes that ongoing communication and promotion of mental health supports is required to best address this evocative and personal topic and to break down stigmas attached to mental health.

### Mental Health Learning Pathway

There is a dedicated learning pathway for Mental Health for all employees. This is delivered by internal subject matter experts as well as employee partnership with [Calm](#) and [Homewood Health](#) and sourcing of individual practitioners. Included in the learning pathway are:

- Live training sessions include ***Building Emotional Intelligence*** and ***Managing the Transition Back to the Workplace*** for all employees through Homewood Health.

- Monthly campaigns from Calm allow us to raise awareness and address staff mental health challenges such as burnout and managing stress through meditation and one asynchronous webinar per month.
- Live facilitated sessions for people managers for the months of September, October and November are dedicated to building leader capacity in having conversations with staff and supporting mental health. In 2022, sessions included: ***Building Psychological Safety on Teams, Coaching Culture for Employee Mental Health*** and ***Addressing and Preventing Employee Burnout***.

Employees are also invited to attend CCDI live webinars at the intersections of mental health and equity.

## The UWGT Hybrid Workplace

Our journey to truth and reconciliation and achieving equity at United Way is currently embedded within a new context—the employee-driven and flexible hybrid work model, which officially launched on July 4, 2022.

The decision to have a longer transition period to a hybrid work model came from the recognition that staff needed time to adjust to the model, make arrangements for childcare and eldercare and travel plans for being in an office. Employees were also provided access to lots of resources including mental health supports such as transitioning back to the workplace training sessions.

Under the hybrid work model, we leverage digital tools to provide options for connection regardless of how employees choose to work. We provided training at department meetings on the key principles, considerations for gathering to assure equity across all teams, addressing proximity bias and reinforcing messaging for the right to disconnect (to support employees in disconnecting from workplace communication and prioritizing work-life balance and well-being).

With an equity lens, the hybrid work model itself is framed as a critical mental health support for employees, as it allows for purposeful connection while allowing for benefits of working from home. Emerging research has shown that 100% remote work in the pandemic has taken a toll on employee mental health and best practice and workforces of the future will support employees in doing their best work through a hybrid work model.

As we navigate the hybrid model, we've found ways to come together in-person and virtually for special equity-based observances (e.g., for Pride Month 2022).



## Moving to the Next

Following the sharing of the survey results with all staff on March 8, 2023, staff were provided with additional channels to share thoughts, reflections and provide input to inform P&C and READI Committee work plans:

- Two Reflection and Discussion Sessions
- An open dialogue session with our CEO, Daniele Zanotti
- ThoughtExchange (an anti-bias Enterprise Management platform to gauge employee sentiment)

Members of equity-deserving groups have the additional option to provide feedback on the R&E survey results in a closed-group reflection and discussion session.

Aligned to community-based participation best practices, these spaces will be convened at the groups' request.

We continue to welcome staff feedback to help drive the decision-making and business planning for 2023-24.

## What's Happening Now?

- Ensuring we continue to meet and exceed the 50-30 challenge at Board, Committees and employee levels
- Continuing to offer "Equity", "Truth and Reconciliation" and "Mental Health" learning pathways for all employees
- Continuing to offer curated learning for racialized leaders and employees within Equity learning pathway and for all people managers on building equitable, diverse and inclusive teams
- Hosting information sessions for all employees on policies that were updated with an equity lens
- Onboarding UWGT's Executive Lead, Reconciliation, Equity, Inclusion
- READI Committee promoting and acknowledging days of significance such as National Indigenous Peoples Day, the National Day for Truth and Reconciliation, Black History Month, Pride Month, International Transgender Day of Visibility and Mental Health Week to raise awareness
- Curating and promoting equity, truth and reconciliation, and mental health content with refreshed intranet pages, all-staff newsletters and dedicated weekly updated tiles on intranet landing page

## What's Happening Next?

- Ongoing quarterly REA plan Townhalls to update all staff on how UWGT is tracking on key outcome areas
- Offering interpersonal reconciliation and equity learning opportunities to build on intrapersonal skills developed since 2020 survey
- Setting up a framework for how employee resource groups can form and norm
- Hiring Senior Manager, Indigenous Collaboration to support Reconciliation work within the organization
- REA progress report is going to Committees in May and to Board in June

## The Way Forward

### A message from Daniele



Reconciliation and equity are at the heart of our work with community. And since over a decade ago, we have been taking deliberate steps to intentionally co-create an organizational culture at UWGT that embodies, reflects upon, and continuously drives the work.

Amid an ongoing cultural transformation, which started in 2009, the language used to describe our commitment to reconciliation and equity has shifted—evolving from diversity and inclusion to a focus on truth and reconciliation and anti-racism. More than ever, it remains crucial that our evolving language has roots firmly planted in practice. The doing is what matters.

On that profoundly tragic day in May 2020, as the world was at an unprecedented standstill due to the COVID-19 pandemic, the killing of George Floyd invoked a global reckoning. Set in motion was a seismic shift in how we accepted the injustices of racism and inequities. While the collective response was swift and demanding in denouncing systemic racism, it became evident that meaningful change would require a sustained commitment on multiple levels as a society. For us at UWGT, the mandate is clear in that the work is ongoing, and we are all implicit in evolving meaningful change.

Our employees have shared their experiences in the 2022 R&E survey. Along with the meaningful context provided in some open-ended questions and feedback from the deeper reflection and discussion sessions, we know that UWGT continues to be impacted by issues similar to what we see out in community. We recognize that while some scores have improved, we must listen with intention and persist in encouraging and surfacing feedback, so we might continue to inform and transform the way forward with decision making and action planning in how UWGT becomes an equitable organization.

Thank you for standing united—with each other, with community, and with us.

Always, and with you,

**Daniele Zanotti**  
President & CEO  
United Way Greater Toronto



## Appendix

### List of Equity-Deserving Groups at UWGT

- Racialized
- Black
- Indigenous
- People with Disabilities
- Newcomers/Recent Immigrants
- Established Immigrants
- 2SLGBTQ+
- Gender non-binary (including gender fluid, genderqueer, androgynous)
- Trans man
- Trans woman
- Two-Spirit