

## Martin, Carrie

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**From:** DeBuono, Michelle [<mailto:Michelle.DeBuono@vaughan.ca>]  
**Sent:** Tuesday, June 18, 2019 12:27 PM  
**To:** 'Kathy Lerette'; Raynor, Christopher; 'info@electricityhr.ca'; 'Deb.Schulte.c1@parl.gc.ca'; 'francesco.sorbara.c1a@parl.gc.ca'; Hon. Peter Kent; 'michael.tibollo@pc.ola.org'; 'stephen.lecce@pc.ola.org'; 'gila.martowco@pc.ola.org'; Emmerson, Wayne; Ferrante, Assunta; Genova, Michael  
**Subject:** Leadership Accord on Gender Diversity

Good afternoon,

As you may have come across recent news of the attached, and further to a request from one of our neighbouring municipalities, enclosed is information that pertains to the City of Vaughan being the first municipality in Canada to endorse the Leadership Accord on Gender Diversity. Additionally, here is a [statement from Mayor Maurizio Bevilacqua](#) that includes additional details about the initiative.

Thank you,

**Michelle DeBuono**  
Senior Advisor, Intergovernmental Relations  
Corporate and Strategic Communications  
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# Leadership Accord on Gender Diversity



## Statement

Developed by Electricity Human Resources Canada, the Leadership Accord on Gender Diversity (the Accord) is a public commitment by employers, educators, unions and governments to promote the values of diversity, equality and inclusion throughout their work. Through recruitment, retention, career progression, and training and development, all our signatories are committed to improving opportunities for women in the Canadian workplace. The signatories to the Accord recognize and confirm united action to expand the breadth and depth of the skilled workforce; ensure that women are informed of the opportunities available to them in the occupation of their choice, and once employed, they are fully supported and provided with equal opportunities to grow and develop to their full potential.

*This will be achieved through a range of initiatives which may include:*

## Employer Commitments

### Policy & Governance Practice

Committing to the on-going improvement of our workplace policies, practices and operating procedures so that women are sufficiently represented in the workplace. This includes a review of key HR policies and the creation of gender-diverse work environments and organizational cultures that are supportive of women.

Putting in place contractual terms and conditions that require contractors to have a representative workforce.

Striving to ensure collective agreement provisions are not unconsciously biased against women entering the workforce.

Striving to ensure women represent between 10% and 30% of Board of Director and Senior Management positions and promote the business case that diverse leadership teams make good business sense.

Encouraging joint ventures between employers and government or employers and their respective unions (or even tri-partite ventures between all three) in support of advancing women in under-represented roles in the workplace.

### Education & Workplace Readiness

Employers work towards developing standards and training to ensure staff and leadership are being inclusive of women in non-traditional occupations. This includes working towards acknowledging bias and discrimination to create an inclusive, welcoming environment.

Providing co-op placements to both male and female students equally.

Investigating and researching potential factors that are limiting the successful transition from educational and training programs into the workforce.

Supporting women's transition into the workforce by matching new hires with women already working through internal mentoring programs and/or national mentoring programs.

Helping to develop women's resilience to thrive within the workplace

### Recruitment and Retention Practices

Working to promote occupations and career opportunities where women are under-represented in a way that attracts more women.

Striving, where possible, to have at least 2 qualified women shortlisted for all positions.

Endeavour where possible to have at least one female interviewer on all intake/hiring panels.

Striving/working towards increasing the number of apprenticeship positions being filled by women by the individual organization.

Developing processes or special programs that help advance women within the workplace and support their development.

City of Vaughan

Organization

Mayor Maurizio Bevilacqua

Name (and Title)

  
Signature

March 8, 2019

Date

## CITY OF VAUGHAN

### EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 19, 2019

Item 20, Report No. 11, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on March 19, 2019.

#### **20. ELECTRICITY HUMAN RESOURCES CANADA (EHRC) LEADERSHIP ACCORD ON GENDER DIVERSITY**

**The Committee of the Whole recommends approval of the recommendation contained in the following resolution of Mayor Maurizio Bevilacqua, dated March 5, 2019:**

##### **Member's Resolution**

Submitted by Mayor Maurizio Bevilacqua

**Whereas**, the City of Vaughan is committed to promoting the values of diversity, equality and inclusion in a work environment that is free of all forms of harassment and discrimination, in accordance with the City of Vaughan Respectful Workplace Policy;

**Whereas**, in many occupations, women represent a smaller component of the workforce than they should – and in many circumstances continue to face barriers that limit their advancement, or their desire to pursue or remain in the occupation of their choice;

**Whereas**, the City of Vaughan International Women's Day event is taking place on Friday, March 8 to celebrate the achievements and meaningful contribution that women have made throughout Vaughan, Canada and the world;

**Whereas**, Electricity Human Resources Canada has created a Leadership Accord on Gender Diversity (the Accord) that is a public commitment by employers, educators, unions and governments to promote the values of diversity and inclusion in the workplace through the recruitment, retention, career progression, training and development of women;

**Whereas**, signatories of the above noted Accord recognize and confirm united action to expand the breadth and depth of their skilled workforce; ensure that women are informed of the opportunities available to them in the occupation of their choice, and, once employed, they are fully supported and provided with equal opportunities to grow and develop their full potential;

**Whereas**, Vaughan would be the first municipality to be a signatory of the Accord;

**Whereas**, Alectra Utilities is the largest municipally-owned electricity utility in Canada, of which the City of Vaughan is a shareholder, and is a signatory of the Accord;

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 19, 2019**

Item 20, CW Report 11 – Page 2

*It is therefore recommended that:*

- 1. The Mayor, as Head of Council, sign the EHRC Leadership Accord on Gender Diversity on behalf of the City of Vaughan, thereby establishing it as the first municipality to sign the Accord;*
- 2. A signing ceremony take place at the City of Vaughan International Women's Day (IWD) event on March 8, 2019;*
- 3. A copy of the signed Accord be forwarded to Electricity Human Resources Canada, Alectra Utilities, Members of York Region Council as well as Vaughan's federal and provincial elected representatives.*
- 4. That Council ratify the action taken.*

## MEMBER'S RESOLUTION

<b>Meeting/Date</b>	<b>COMMITTEE OF THE WHOLE - MARCH 5, 2019</b>
<b>Title:</b>	<b>Electricity Human Resources Canada (EHRC) Leadership Accord on Gender Diversity</b>
<b>Submitted by:</b>	<b>Mayor Maurizio Bevilacqua</b>
<p><b>Whereas</b>, the City of Vaughan is committed to promoting the values of diversity, equality and inclusion in a work environment that is free of all forms of harassment and discrimination, in accordance with the City of Vaughan Respectful Workplace Policy;</p> <p><b>Whereas</b>, in many occupations, women represent a smaller component of the workforce than they should – and in many circumstances continue to face barriers that limit their advancement, or their desire to pursue or remain in the occupation of their choice;</p> <p><b>Whereas</b>, the City of Vaughan International Women's Day event is taking place on Friday, March 8 to celebrate the achievements and meaningful contribution that women have made throughout Vaughan, Canada and the world;</p> <p><b>Whereas</b>, Electricity Human Resources Canada has created a Leadership Accord on Gender Diversity (the Accord) that is a public commitment by employers, educators, unions and governments to promote the values of diversity and inclusion in the workplace through the recruitment, retention, career progression, training and development of women;</p> <p><b>Whereas</b>, signatories of the above noted Accord recognize and confirm united action to expand the breadth and depth of their skilled workforce; ensure that women are informed of the opportunities available to them in the occupation of their choice, and, once employed, they are fully supported and provided with equal opportunities to grow and develop their full potential;</p> <p><b>Whereas</b>, Vaughan would be the first municipality to be a signatory of the Accord;</p> <p><b>Whereas</b>, Alectra Utilities is the largest municipally-owned electricity utility in Canada, of which the City of Vaughan is a shareholder, and is a signatory of the Accord;</p> <p><b>It is therefore recommended that:</b></p> <ol style="list-style-type: none"> <li><b>1. The Mayor, as Head of Council, sign the EHRC Leadership Accord on Gender Diversity on behalf of the City of Vaughan, thereby establishing it as the first municipality to sign the Accord;</b></li> <li><b>2. A signing ceremony take place at the City of Vaughan International Women's Day (IWD) event on March 8, 2019;</b></li> <li><b>3. A copy of the signed Accord be forwarded to Electricity Human Resources Canada, Alectra Utilities, Members of York Region Council as well as Vaughan's federal and provincial elected representatives.</b></li> <li><b>4. That Council ratify the action taken.</b></li> </ol>	

Respectfully submitted,

Mayor Maurizio Bevilacqua

### Attachments

Electricity Human Resources Canada Leadership Accord for Gender Diversity: Background and Commitment Framework

# Leadership Accord for Gender Diversity



## BACKGROUND & COMMITMENT FRAMEWORK

*In many occupations, women represent a much smaller component of the workforce than they should – and in many instances they continue to face barriers that limit their advancement, or indeed their desire to remain in the occupation of their choice. These barriers may include conscious or unconscious discrimination, a lack of female role models, and/or workplace culture and practices that erode an inclusive workplace. Integrating women into workplaces that employ skilled workers requires more than just opening the doors to female employees. Paradigm shifts require repeated focus and attention.*

*Few of us reach our goals without the support of others. Normalizing women in trades and technology careers will take industry and educational leadership and commitment, as well as individual ownership for change, to ensure our industry becomes truly reflective of the society that we live in<sup>1</sup>.*

## Labour Context

Labour market research has indicated that the aging of the Canadian population and workforce, loss of industry knowledge and lack of young people with the right skills, training and/or work experience all pose critical challenges in this time of change. Employers will therefore need to look to underrepresented groups to fill the talent gap – this includes women.

This highlights the importance of attracting women to critical occupations such as engineers, engineering technicians, technologists and other skilled trades. These efforts must be tackled together by industry, government, unions and educational institutions.

According to Statistics Canada, there are 7.6 million women working in Canada<sup>2</sup> – making up approximately 47 per cent of the Canadian workforce. Women, however, still represent only 25 per cent of the workforce in the electricity sector. Furthermore, fewer than 13 per cent of practicing licensed engineers are women. In the trades, that number plummets to fewer than 5 per cent. Despite the rise in the proportion of women in these technical areas and best efforts to tap into, develop and retain this cohort, the pace of improvement has been slow, with the parity between men and women in the industry remaining a long way off.

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<sup>1</sup> Electricity Human Resources Canada Steering Committee for Connected Women

<sup>2</sup> Labour Force Survey, December 2017, Statistics Canada <http://www.statcan.gc.ca/daily-quotidien/180105/t001a-eng.htm>



# Leadership Accord on Gender Diversity



## Statement

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*This will be achieved through a range of initiatives which may include:*

## Employer Commitments

### Policy & Governance Practice

- Committing to the on-going improvement of our workplace policies, practices and operating procedures so that women are sufficiently represented in the workplace. This includes a review of key HR policies and the creation of gender-diverse work environments and organizational cultures that are supportive of women.
- Putting in place contractual terms and conditions that require contractors to have a representative workforce.
- Striving to ensure collective agreement provisions are not unconsciously biased against women entering the workforce.
- Striving to ensure women represent between 10% and 30% of Board of Director and Senior Management positions and promote the business case that diverse leadership teams make good business sense.
- Encouraging joint ventures between employers and government or employers and their respective unions (or even tri-partite ventures between all three) in support of advancing women in under-represented roles in the workplace.

### Education & Workplace Readiness

- Employers work towards developing standards and training to ensure staff and leadership are being inclusive of women in non-traditional occupations. This includes working towards acknowledging bias and discrimination to create an inclusive, welcoming environment.
- Providing co-op placements to both male and female students equally.
- Investigating and researching potential factors that are limiting the successful transition from educational and training programs into the workforce.
- Supporting women's transition into the workforce by matching new hires with women already working through internal mentoring programs and/or national mentoring programs.
- Helping to develop women's resilience to thrive within the workplace

### Recruitment and Retention Practices

- Working to promote occupations and career opportunities where women are under-represented in a way that attracts more women.
- Striving, where possible, to have at least 2 qualified women shortlisted for all positions.
- Endeavour where possible to have at least one female interviewer on all intake/hiring panels.
- Striving/working towards increasing the number of apprenticeship positions being filled by women by the individual organization.
- Developing processes or special programs that help advance women within the workplace and support their development.

## Organization

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Name (and Title)

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Date



## An Accord for Action

*There is a real opportunity for employers to actively engage in building a workforce that is truly representative of Canada's people. This Accord proposes united action by employers, educators, unions and governments to: expand the breadth and depth of the skilled workforce; ensure that women are informed of the opportunities available in the sector of their choice and once in the sector, are fully supported and provided with equal opportunities to grow and develop to their full potential.*

## Our Key Beliefs

More Women = Potential + Diverse Thinking + Increased Safety + Better Performance

Actions to support and promote women in the workforce will benefit individual workers and employers by:

- increasing women's economic power through increased earning potential
- adding skills and diverse thinking to organizations nationwide as well as the wider Canadian economy
- driving up productivity and innovation, introducing new ways of working, strengthening team dynamics and improving decision-making processes
- enhancing the quality of engagement and mutual understanding between a company and the community in which it operates by extending the benefits of a project more directly to both men and women
- helping businesses to manage risk and reduce potential liability for non-compliance in relation to labour, health and safety, discrimination and sexual harassment, therefore reducing exposure to fines or the legal costs of addressing claims
- positively impacting revenue, market growth, profits and shareholder returns

## Defining Success

Stakeholders agree that success means:

- Building a strong consensus among a broad group of employers, educational institutions, government and organized labour that action by the industry is needed
- Signatories develop individual benchmarks to track progress toward the goals outlined in this Accord and review as part of their internal review mechanisms
- Signatories can identify (quantitatively or qualitatively) a number of tangible actions they have taken across the spectrum to implement any or all of the committed actions outlined as part of this Accord

- Working together to track, monitor and report on progress towards the achievement of the gender diversity commitments outlined in this Accord. EHRC will maintain an oversight function providing employers with supporting assessment tools and managing the review process

# Commitments

*Employers, unions and educational institutions agree to make commitments to increase the representation of women in their programs, organizations and the Canadian workplace.*

***This will be achieved through a range of initiatives which may include:***



**Employers**



**Labour**



**Education**

## Policy & Governance Practice

*Ensuring policies and governance are inclusive*

<ul style="list-style-type: none"> <li>Committing to the on-going improvement of our workplace policies, practices and operating procedures so that women are sufficiently represented in the workplace. This includes a review of key HR policies and the creation of gender-diverse work environments and organizational cultures that are supportive of women.</li> </ul>	✓	✓	✓
<ul style="list-style-type: none"> <li>Working actively, in partnership with employers, to develop measures to better allow women to enter the workforce such as special letters of understanding, settlements or memoranda.</li> </ul>		✓	✓
<ul style="list-style-type: none"> <li>Putting in place contractual terms and conditions that require contractors to have a representative workforce.</li> </ul>	✓	✓	
<ul style="list-style-type: none"> <li>Striving to ensure collective agreement provisions are not unconsciously biased towards women entering the workforce.</li> </ul>	✓	✓	
<ul style="list-style-type: none"> <li>Striving to ensure women represent between 10% and 30% of Board of Director and Senior Management positions and promote the business case that diverse leadership teams make good business sense.</li> </ul>	✓	✓	✓
<ul style="list-style-type: none"> <li>Encouraging joint ventures between employers and government or employees and their respective unions (or even tri-partite ventures between all three) in support of advancing women in under-represented roles in the workforce.</li> </ul>	✓	✓	

## Education & Workplace Readiness

*Working towards supporting women in the workplace*

<ul style="list-style-type: none"> <li>Ensuring there is at least one female interviewer on all educational program intake panels.</li> </ul>			✓
<ul style="list-style-type: none"> <li>Ensuring instructors are aware of, sensitive to, and in some cases receive training on the barriers facing women in non-traditional positions within the workplace and that there is no conscious or unconscious bias within the classroom that discriminates against female students.</li> </ul>	✓	✓	✓
<ul style="list-style-type: none"> <li>Providing co-op placements to both male and female students.</li> </ul>	✓		✓



Employers



Labour



Education

- Investigating and researching potential factors that are limiting the successful transition from educational and training programs into the workforce.
- Supporting women's transition into the workplace by matching new hires with women already working through internal mentoring programs and/or national mentoring programs.
- Helping to develop women's resilience to thrive within the workplace.

✓

✓

✓

✓

✓

✓

## Recruitment and Retention Practices

*Striving to hire more women through tangible efforts*

- Working to promote occupations and career opportunities where women are under-represented in a way that attracts more women.
- Striving where possible, for at least 2 qualified women shortlisted for all positions.
- Endeavour where possible to have at least one female interviewer on all intake/hiring panels.
- Striving/Working towards increasing the number of apprenticeship positions being filled by women, by the individual organization.
- Developing processes or special programs that help advance women within the workplace and support their development.

✓

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## Defining and Measuring Success

*The Accord needs clear goals that can be measured. It is acknowledged that not all organizations will progress at the same rate, nor will results always be immediate, however it is the premise of this Accord that to effect systemic change in the workplace a bold vision is required by industry leaders.*



### Commitment

The entry level – for organizations that have recently started the process



### Achievement

The intermediate level – for organizations that have a more advanced and comprehensive approach to increasing the representation of women in the workforce



### Excellence

The advanced level – for organizations that demonstrate that these practices are embedded in their corporate culture and values