

## THE HOSPITAL FOR SICK CHILDREN FOUNDATION POLICY & PROCEDURE

---

<b>SUBJECT:</b>	Equity, Diversity & Inclusion
<b>NUMBER:</b>	4.2.9
<b>CATEGORY:</b>	Human Resources
<b>ISSUED BY:</b>	Senior Management Team
<b>APPROVED BY:</b>	Board of Directors
<b>DATE:</b>	June 20, 2023

---

### 1.0 Background

The Hospital for Sick Children Foundation (the “Foundation”) has a strong and positive culture. To further enhance this culture, in 2018, the Foundation made a commitment to more actively promote equity, diversity and inclusion (“EDI”) within the Foundation. This journey began with the addition of diversity and inclusion-related questions to the Pulse Survey and the creation of a Diversity and Inclusion Committee in December 2018. In 2021, the Diversity and Inclusion Committee renamed itself the Equity, Diversity & Inclusion Committee to acknowledge the Foundation’s efforts in addressing systemic barriers for equity-deserving groups.

### 2.0 Purpose

The aim of this policy is to outline the Foundation’s commitment to EDI as well as the responsibilities of all internal and external stakeholders in promoting EDI and contributing to an environment where individual differences are acknowledged, respected and valued.

### 3.0 Scope

This policy applies to “**internal representatives**” which includes all employees, students, volunteers and Board members as well as “**external stakeholders**,” which encompasses all donors, event participants, vendors/suppliers, contractors, The Hospital for Sick Children (the “Hospital”), partners and any other people who are connected or doing business with the Foundation.

### 4.0 Policy

The Foundation’s EDI Vision is to “develop an inclusive Foundation that celebrates individuality, and respects and embraces diversity, so that everyone can achieve their full potential and contribute to the success of the organization.” To this end, we will seek to embrace and support employees’ differences in age, ethnicity, gender, gender identity or expression, language, nationality or national origin, family or marital status, physical, mental and development abilities, race, religion or belief, sexual orientation, skin

colour, social or economic class, education, work and behavioural styles, political affiliation, military service, opinions, and other characteristics that make our employees unique.

We encourage the full participation of every person, and respect, value, and nurture diversity as an integral part of our collective experience and identity so we can create a safe, healthy, and vibrant working environment.

In order to enjoy the benefits of a diverse community, the Foundation will:

- lower barriers that impede equal participation (see **Appendix A** for a definition of barriers);
- work toward the elimination of bias, prejudice and discrimination (regardless of whether it was intentional, unintentional or systemic); and
- promote diversity and foster inclusion in an equitable manner.

## 5.0 Commitment Statement

To demonstrate our dedication to advancing EDI at the Foundation, we have made the following commitment statement public:

### THE GENEROUS SPIRIT

To solve the greatest challenges in child health, first we must invest in each other.

We lead with humanity. We strive to create an inclusive culture where expressing our authentic selves is not just safe but celebrated. Where it's a reflex to amplify the best in each other—our unique skill sets, viewpoints and experiences—because everyone has inherent value, and we understand that diversity spurs innovation, strengthens teams, and drives results. To get there, we're taking concrete steps: applying an EDI lens to everything we do including: policies, practices and behaviours, making necessary changes to lower barriers; building skills, knowledge and awareness of diversity and inclusion across our Foundation and with external stakeholders; and fostering a safe, accessible and positive working environment. Though we are all different, we are united by the same fierce commitment to our Mission and a shared belief that we can advance faster, and be more engaged in the pursuit, if we foster a greater sense of belonging.

## 6.0 Responsibilities

6.1 **The Foundation** is responsible for:

- Promoting an inclusive culture in which individual differences and the contributions of all team members are recognized and valued;
- Cultivating a safe and positive physical, digital and emotional environment for all that facilitates a culture of EDI and that enables everyone to fully participate;
- Maintaining a work environment free from intimidation, bullying or harassment as well as all forms of disrespectful behaviour, micro-aggressions and preferential treatment (See *Respect in the Workplace Policy #4.2.1*);
- Applying an EDI lens to governance, hiring and employment practices to encourage the recruitment and retention of a diverse Board of Directors and workforce that reflects the diversity of our community;

- Supporting and directing an EDI Committee and ensuring the Committee has appropriate resources to carry out its mandate; and
- Establishing, managing and monitoring the Foundation's overall EDI commitments and targets.

6.2 The **Board of Directors** is responsible for:

- Reviewing and accepting the annual EDI work plan proposed by the EDI Committee through the Compensation/Resource Management Committee which oversees the EDI program;
- Monitoring the Foundation's progress against public commitments, including the Black North Initiative CEO Pledge;
- Evaluating CEO performance as it pertains to EDI;
- Ensuring its composition is reflective of the diversity of the community it serves by establishing specific diversity objectives for composition and structure of the Board and the Committees of the Board and Officers as outlined in the *Policy on Selection, Terms and Performance Review of Board Directors #2.2.6*; and
- Reviewing and approving changes for this policy on a regular basis.

6.3 As further detailed in its Terms of Reference, **the EDI Committee** is responsible for:

- Guiding the development of and sustaining a positive culture that embraces EDI;
- Developing and implementing the Foundation's EDI strategy in collaboration with the Manager, Equity, Diversity and Inclusion and Culture, the Foundation's Working Groups and Human Resources Department;
- Supervising appropriate Foundation-wide surveys;
- Driving key initiatives and identifying key performance indicators that will assist the Committee in measuring and tracking progress;
- Directing efforts to fully integrate EDI into the fabric and framework of the Foundation;
- Sourcing and providing ongoing learning opportunities to encourage and enhance skills, knowledge, self-awareness and growth on sensitive topics, which address EDI concerns at individual and organization levels;
- Recognizing and celebrating the Foundation's rich diversity as well as reporting progress against key commitments; and
- Reporting key findings to the Senior Management Team and the Board of Directors accordingly to inform further improvements to the Foundation's practices;

6.4 **The Human Resources Department** is responsible for:

- Fostering and supporting an inclusive working environment that recognizes and values individual differences and encourages feedback and open discussion about sensitive topics;
- Developing, implementing and applying Human Resources policies, procedures and practices that are fair, inclusive and equitable;
- Creating and monitoring key performance indicators to measure progress in our initiatives including metrics such as recruitment, promotion and turnover rates;
- Advising internal representatives of their rights, responsibilities and expectations of working in a positive and inclusive work environment;

- Ensuring that the EDI Policy reflects the *Ontario Human Rights Code*, the *Canadian Human Rights Act*, the *Employment Equity Act* and the *Accessibility for Ontarians with Disabilities Act*;
- Integrating EDI strategies into recruitment, onboarding, training and development, career progressions and performance management; and
- Supporting the EDI Committee and the Manager, Equity, Diversity and Inclusion and Culture with appropriate resources to achieve deliverables set out in the EDI annual work plan.

6.5 As further detailed in the Terms of Reference for the EDI Committee, the **Manager, Equity, Diversity, Inclusion and Culture** is responsible for:

- The effectiveness and work of the EDI Committee and Working Groups, including leading and managing annual work plans;
- Oversee the creation of a multi-year EDI plan; and
- Acting as key liaison with the Hospital, Senior Management Team and Board of Directors.

6.6 **Leaders** are responsible for:

- Fostering an inclusive working environment that recognizes and values individual differences and encourages feedback and open discussion about sensitive topics;
- Applying an EDI lens as part of their day-to-day management of employees to ensure decisions about recruitment, performance management, career progression, retention, training and development, and expression of diverse perspectives are free from bias, discrimination and preferential treatment;
- Lowering barriers that limit equal participation of all employees, donors, volunteers and other stakeholders;
- Being sensitive to the climate in the workplace and addressing issues that arise;
- Applying policies and practices in a fair and equitable way; and
- Developing skills, knowledge and self-awareness to address EDI matters and educating internal and external stakeholders accordingly.

6. **Internal representatives** are responsible for:

- Ensuring that the working environment is inclusive and respects and values individual differences;
- Refraining from all forms of disrespectful behaviour, discrimination, and preferential treatment in their day-to-day work and dealings with colleagues, donors, volunteers, and other stakeholders;
- Providing feedback about biases and barriers to equal participation of all employees, donors, volunteers and other stakeholders;
- Developing skills, knowledge and self-awareness to address EDI matters; and
- Expressing any concerns regarding the conduct of other employees, vendors, volunteers, and other stakeholders as per the ***Respect in the Workplace Policy #4.2.1***.

6.8 **External stakeholders** are responsible for:

- Demonstrating a commitment to the principles of EDI;
- Treating everyone in a respectful and inclusive manner;

- Refraining from all forms of disrespectful behaviour, discrimination, and preferential treatment;
- Providing feedback to the Foundation about biases and barriers to equal participation;
- For suppliers, adhering to the Supplier Code of Conduct EDI requirements; and
- Bringing forward concerns regarding the conduct of internal representatives as per the *Respect in the Workplace Policy #4.2.1*.

## 7.0 Definitions

The Foundation adapted the Canadian Centre for Diversity and Inclusion definitions of EDI and accessibility:

- 7.1 **Equity** refers to when everyone is treated according to their diverse needs in a way that enables all people to participate, perform, and engage to the same extent.
- 7.2 **Diversity** is about the individual. It is about the variety of unique dimensions, qualities and characteristics we all possess.
- 7.3 **Inclusion** is about the collective. It is about creating a culture that strives for equity, embraces, respects, accepts and values differences.
- 7.4 **Accessibility** refers to a building, facility, structure, program, activity, resource, product, etc. that is readily usable by a person with a disability.

## 8.0 Glossary

See **Appendix A** for a glossary of the most common terms related to EDI.

## 9.0 Cross-References

- *EDI Committee Terms of Reference*
- *Conflict of Interest Policy #1.1.7*
- *Code of Conduct Policy #1.1.8*
- *Respect in the Workplace Policy #4.2.1*
- *Selection and Hiring Policy #4.2.2*
- *Job Evaluation Policy #4.2.3*

Original Approval Date: April 21, 2020  
Revisions: June 20, 2023