

**THE HOSPITAL FOR SICK CHILDREN FOUNDATION
POLICY & PROCEDURE**

SUBJECT:	Diversity & Inclusion
NUMBER:	4.2.9
CATEGORY:	Human Resources
ISSUED BY:	Senior Management Team
APPROVED BY:	Board of Directors
DATE:	April 21, 2020

1.0 Background

The Hospital for Sick Children Foundation (the “Foundation”) has a strong and positive culture that has been described by employees as welcoming, mission-driven, high-performing, transparent and fun. To further enhance this culture, in 2018 the Foundation made a commitment to more actively promote diversity and inclusion within the Foundation. This journey began with the addition of diversity and inclusion-related questions to the 2018 Foundation Pulse Survey and the creation of a Diversity & Inclusion Committee in December 2018. The Committee, made up of employee representatives with diverse backgrounds, is tasked with developing and implementing the Foundation’s Diversity & Inclusion Strategy, including the creation of this policy.

2.0 Purpose

The aim of this policy is to outline the Foundation’s commitment to diversity and inclusion as well as the responsibilities of all internal and external stakeholders in promoting diversity and inclusion and contributing to an environment where individual differences are 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 embraces and supports 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 color, social or economic class, education, work and behavioral styles, political affiliation, military service, 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 diversity and inclusion 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 a diversity and inclusion lens to all our policies, practices and behaviours, making changes where needed to lower barriers; building skills, knowledge and awareness of diversity and inclusion across the 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;
- Providing to the greatest extent possible an accessible, safe work environment that enables everyone to fully participate;
- Maintaining a work environment free from intimidation, bullying or harassment as well as all forms of disrespectful behaviour, discrimination, and preferential treatment (See ***Respect in the Workplace Policy 4.2.1***);
- Applying a diversity and inclusion 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;
- Maintaining a Diversity & Inclusion Committee and ensuring the Committee has appropriate resources to carry out its mandate.

6.2 The Diversity & Inclusion Committee is responsible for:

- Assisting in cultivating a safe and positive environment for all employees, donors and stakeholders that facilitates the development of a diverse and inclusive culture across the Foundation;
- Supervising appropriate Foundation-wide surveys, including but not limited to the Pulse Survey and a Diversity and Inclusion Demographic Profile survey, which will collect employee feedback and record the diversity and inclusion statistics of the workforce;
- Driving key initiatives and other key performance indicators from the survey that will assist the Committee in measuring and tracking progress;

- Reporting key findings to the Senior Management Team and the Board of Directors accordingly to inform further improvements to the Foundation’s practices;
- Directing efforts to implement best practices, behaviours and policies for recruitment, retention, career progression, training and development, expression of diverse thought and building diverse teams;
- Providing ongoing learning opportunities to encourage and enhance knowledge and growth on sensitive topics, which address diversity and inclusion concerns at individual and organization levels;
- Recognizing and celebrating the Foundation’s rich diversity.

6.3 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;
- Developing and implementing recruitment strategies to attract a more diverse pool of potential candidates;
- Creating and monitoring key performance indicators to measure progress in our initiatives including metrics such as recruiting, promotion and turnover rates;
- Advising internal representatives of their rights, responsibilities and expectations of working in a positive and inclusive work environment;
- Integrating diversity and inclusion strategies into recruitment, onboarding, training and development, career progression and performance management.

6.4 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 a diversity and inclusion 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;
- Educating internal and external stakeholders on this policy;

6.5 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;
- 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*.

6.6 External stakeholders are responsible for:

- Demonstrating a commitment to the principles of diversity and inclusion;
- Treating everyone in a respectful and inclusive manner;
- Refraining from all forms of disrespectful behaviour, discrimination, and preferential treatment;
- Bringing forward concerns regarding the conduct of internal representatives as per the *Respect in the Workplace Policy 4.2.1*.

7.0 Definitions

- 7.1 Diversity:** Diversity is about the individual. It is about the variety of unique dimensions, qualities and characteristics we all possess.
- 7.2 Inclusion:** Inclusion is about the collective. It is about creating a culture that strives for equity, embraces, respects, accepts and values differences.
- 7.3 Diversity and Inclusion:** Diversity and Inclusion is about capturing the uniqueness of the individual; creating an environment that values and respects individuals for their talents, skills and abilities to the benefit of the collective.

8.0 Glossary

See **Appendix A** for a glossary of the most common terms related to diversity and inclusion.

9.0 Cross-References

- *Conflict of Interest & Code of Conduct Policy 1.1.7*
- *Ethics Policy 1.1.6*
- *Respect in the Workplace Policy 4.2.1*
- *Selection and Hiring Policy 4.2.2*
- *Job Evaluation Policy 4.2.3*

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